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Presidio Trust

Draft Implementation Plan

an updated plan for Area B of the Presidio of San Francisco

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As part of the Golden Gate National Recreation Area, the Presidio's significant natural, historic, scenic, cultural and recreational resources must be managed in a manner which is consistent with sound principles of land use planning and management, and which protects the Presidio from development and uses which would destroy the scenic beauty and historic and natural character of the area and cultural and recreational resources.

- From the Presidio Trust Act (P.L. 104-333)

Preface

The Presidio of San Francisco, one of America's cultural and natural treasures, is a unique park within the Golden Gate National Recreation Area. The Presidio Trust will continue to preserve the Presidio as a sustainable national park.

A former army post, the Presidio has long been both a destination and a gateway. In keeping with this longstanding role, this implementation plan envisions a park open and accessible to all, and renowned for its broad range of programs in education, research, culture, history, arts, and environmental sustainability. At this site of incomparable beauty and history, the Presidio's community of tenants, organizations, and residents will support and offer diverse programs to park visitors, fostering a wide range of experiences.

Congress has decreed that the Presidio be managed and operated in a manner that will both protect its great natural, historic, scenic, cultural, and recreational resources, and enable it to be financially self-sufficient. Consistent with this mandate, the Presidio Trust will preserve and enhance the Presidio's resources and offer a wide range of opportunities for recreation, reflection, and personal renewal. This implementation plan will guide the Presidio's future.

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DRAFT
PRESIDIO TRUST IMPLEMENTATION PLAN (PTIP)

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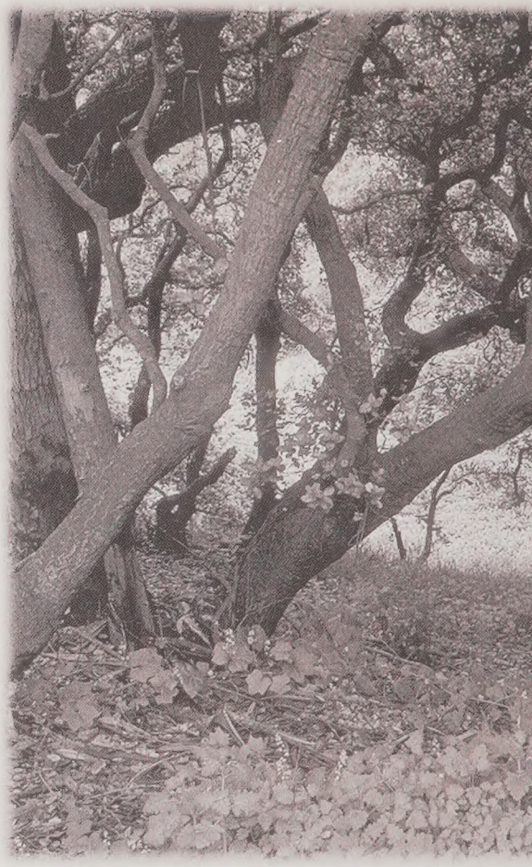

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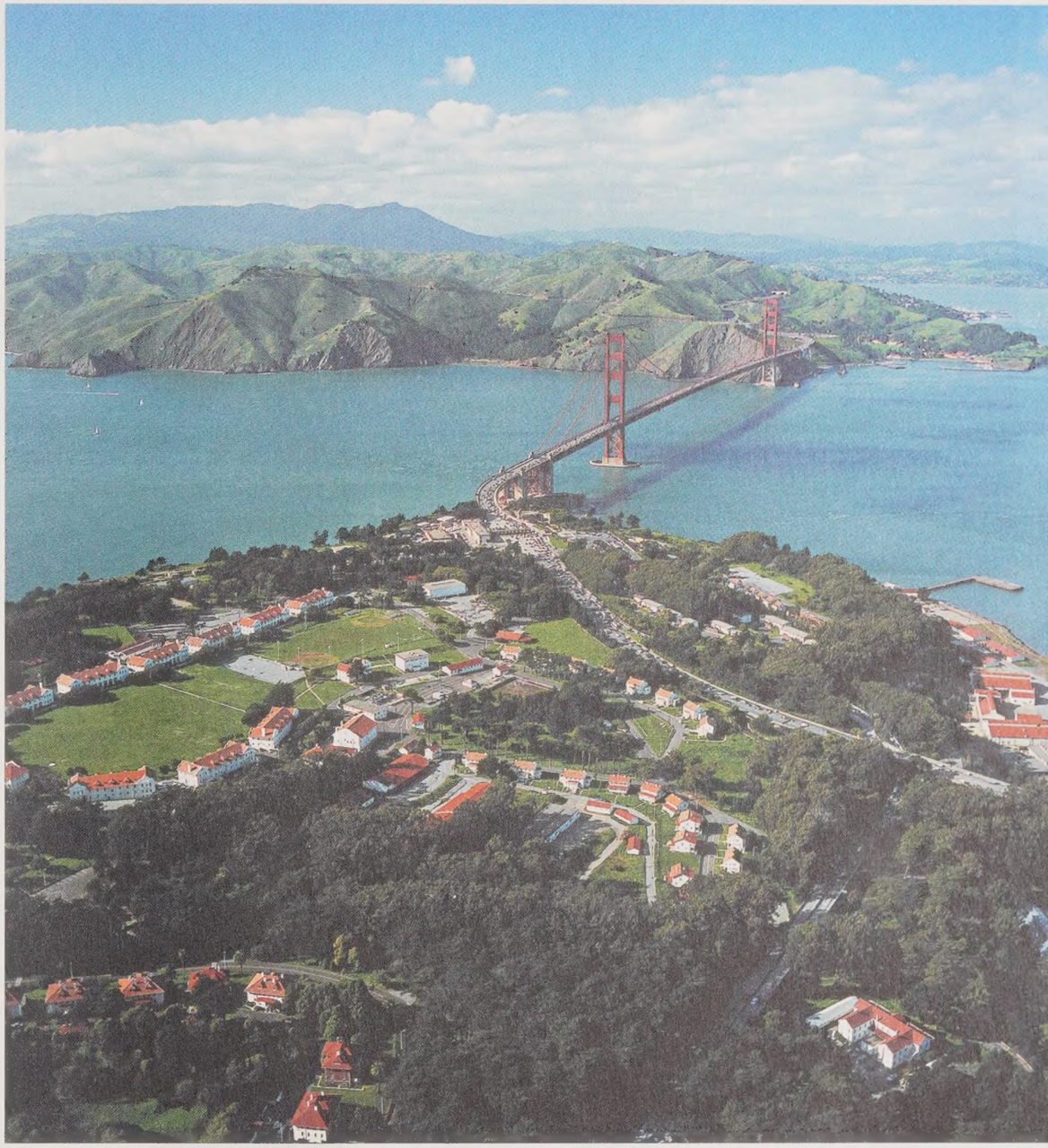
A Vision for the Future

THE PRESIDIO IS UNIQUE. No other national park can claim so strategic and dramatic a setting as this site at the Golden Gate, bounded by a great city and its residential neighborhoods on two sides, high bluffs overlooking the vast ocean on the west, and an open bay on the north. Nor does any other park contain such a vast collection of military buildings and landscapes, as well as important native plants, wildlife and natural systems, all amidst a thriving international urban center. The park's magnificent natural setting, its distinctive military architecture, and the resulting environment all bear testimony to the site's rich history, and determine the first and most important priority for the Presidio Trust: to protect and preserve the park's unique resources for the future.



Aerial view of Fort Scott

A Vision for the Future

With such a rich range of built and natural resources, the Presidio is expensive to operate and maintain. The large numbers of buildings and the improvements and services required by their occupants – roads and sewers and landscape protection as well as rehabilitation and upkeep of the buildings themselves – make the Presidio among the most expensive sites in the national park system. Congress has directed that this large expense be covered from revenues generated by the park itself and that the Presidio Trust achieve financial self-sufficiency by 2013. This Congressional mandate creates the second critical priority for the Presidio Trust: to ensure the financial solvency that will enable the protection and enhancement of park resources and provision of Presidio programs.

Aloha Festival, 2000

The Presidio Trust Implementation Plan ("PTIP" or "PIP" is the product of extensive community consultation and the Presidio Trust's three years of experience. The Plan sets the broad criteria the Trust will apply in making decisions about the built and natural environments, programmatic services appropriate to this unique park, and tenant selection.

The existing configuration of development at the Presidio will determine much about the location and concentration of activities. The overall balance between buildings and open space will be maintained. The northeast quadrant, containing the imposing non-historic buildings of the former Letterman Army Medical Center and Letterman Army Institute of Research, will be home to a major new complex of buildings and open space designed by some of the nation's – and San Francisco's – best designers and occupied by one of this region's most creative and innovative enterprises. To complement the diverse tenants on the site, the PTIP allows for one or more museums located at a site (or sites) to be determined, possibly occupying or replacing an existing large structure. The Plan also provides for a new institution designed to stimulate research and exchange of information in such areas as science and technology and their application to environmental problems and contribution to sustainable development. The PTIP also envisions a grouping of cultural uses showcasing the arts, as well as a residential community of those who work at the Presidio.

A Vision for the Future

Each of these projects is intended to express distinctive creative energies and a diverse range of cultural, scientific, and economic achievements. The new facilities cited here are contemplated, but their realization and precise dimensions will depend, as much else in this Plan, on their economic feasibility.

An important objective of this Plan is to provide programs worthy of a great national park in an urban setting. This is one area, among many, in which the Presidio Trust is collaborating closely with the National Park Service. In providing for future programs, the PTIP recognizes that the Presidio is not a neighborhood park, or even a city park. Contributions to visitors' national park experience, together with contributions to meet the Presidio's financial needs, will be among the important criteria in considering new tenants.

The Trust's proposed vision for the Presidio rejects the concept of a "freeze-dried" military base, in which no changes are permitted, in favor of a more dynamic community where programs and activities serve, inform, and educate visitors from near and far. Interpreting the park's history while also invigorating this new community will fulfill the Trust's mission and best realize the potential of one of America's newest great parks.

Main Post and Infantry Terrace

BACKGROUND

In 1972, Congress created the Golden Gate National Recreation Area (GGNRA) and included the Presidio of San Francisco army base within the GGNRA boundary. This act ensured that, if the military deemed the army base excess to its needs, jurisdiction over the Presidio would be transferred to the National Park Service (NPS). The Presidio army base was designated for closure in 1989, and in 1994 the Army transferred the Presidio to the NPS.

Boundaries of Areas A & B

The Presidio Trust manages the park in partnership with the National Park Service. The Trust oversees Area B, approximately the interior 80 percent of the Presidio including nearly all of its historic structures; the NPS manages Area A, primarily the coastal areas. In 1996, Congress passed the Presidio Trust Act, transferring responsibility for managing the 1,168-acre inland area of the Presidio known as Area B to the Presidio Trust.

The Presidio Trust Implementation Plan ("PTIP" or "Plan") is a comprehensive land use, transportation, and program plan for Area B of the Presidio. The PTIP is based on the General Management Plan Amendment for the Presidio (GMPA), the NPS plan for the entire Presidio (Areas A and B) that was adopted in 1994. The PTIP would become the Presidio Trust's management plan for Area B, while the GMPA would remain the management plan for Area A of the Presidio.

LAND USE AND TRANSPORTATION

Under the PTIP, the Presidio Trust would protect and preserve unique park resources for the future. A key goal of the PTIP is to provide for a reduction in the amount of building space that exists today within Area B. Today's 5.96 million square feet would be reduced by nearly 400,000 square feet over time to only 5.6 million. Historic buildings would, to the maximum extent feasible, be rehabilitated for new uses, with an eye toward careful stewardship and improvements that complement the character, scale, and arrangement of the historic setting. Open space in the southern part of the Presidio would increase with the removal of non-historic buildings. Here, land would be restored to allow for native plant restoration and habitat enhancement, and to provide a setting for passive and active visitor experiences and recreation.

The Presidio would become a community of people living and working together. There would be no net loss of housing units from what exists today (1,650 units). Housing that is removed would be replaced, with first priority given to subdivision and conversion of existing building space for residential use. Limited new construction would be sited in areas with easy access to public transportation.

The Plan proposes a comprehensive transportation system designed to reduce automobile use and related congestion and encourage alternative means of transportation. An integrated circulation system would move people easily around the Presidio without use of automobiles. With expansion and improvement of bicycle and walking trails, as well as public transit services, many people would be able to reach their destinations within the park by walking, riding, biking, or using an internal shuttle.

A contiguous expanse of parklands

Area B Open Space Area
Area A
Area B Mixed-Use Area
Area B Boundary

The redesign of Doyle Drive, a long-term project subject to a separate planning process, would significantly change how visitors enter and experience the Presidio. The PTIP proposes that a reconfigured Doyle Drive serve the Presidio's land use needs by providing direct vehicle access to the park and by enhancing views from the Main Post to Crissy Field and the San Francisco Bay.

The PTIP sets forth land use preferences and development guidelines for the seven planning districts shown on Figure I on the following page. This approach rejects the idea that "one size fits all" for the park as a whole. Instead, it embraces the different challenges and opportunities found in each district while remaining consistent with overall planning principles.

Figure I: Planning Districts, Existing Areas of Development, and Proposed Open Space

DISTRICT CONCEPTS

1 MAIN POST
Visitor and Community Center

The Main Post would be a focal point for the park's visitor and community-related activities, including cultural programs. The district's rich historic architecture would be preserved. The Main Post would host diverse uses including visitor amenities, small-scale retail, office, residential, and community support services. The historic parade ground would be re-established, and a variety of activities would bring other outdoor spaces to life.

2 CRISSY FIELD (AREA B)
Cultural and Recreational Destination

Area A of Crissy Field is a popular visitor destination; Area B of Crissy Field would complement the recently restored bayfront in Area A and be an extension of the Main Post's setting for cultural and community programs. The area south of Mason Street would feature services for visitors, including museums, other cultural and educational facilities, lodging, and bayfront recreation.

3 LETTERMAN
Mixed-Use Community

This district, adjacent to the Lombard and Gorgas Avenue gates, would house the Letterman Digital Arts Center, a new complex of buildings and open space to be occupied by one of the region's most creative and innovative enterprises. A blending of new and old, the Letterman district would be a tight-knit building complex of offices, some housing, and formal open spaces.

4 FORT SCOTT
Contemplative Campus

Fort Scott would be the "philosophical heart" of the Presidio, a contemplative setting for the pursuit of new solutions and technology for resource management and environmental, cultural, and economic sustainability. The predominant land uses would be educational, retreat, and conference facilities, with some lodging, offices, and housing.

5 PUBLIC HEALTH SERVICE HOSPITAL
Educational and Residential Area

The former Public Health Service Hospital would be a self-contained campus; preferred uses would include educational, institutional, or conference facilities and/or housing.

6 EAST HOUSING
Residential Community

The East Housing planning district, adjoining the Letterman district, would continue to be a primary residential area close to work sites. Some non-historic buildings may be removed and the Tennessee Hollow stream corridor would be restored. Some infill housing may be integrated with existing historic structures to create a pedestrian-scale, neighborhood environment.

7 SOUTH HILLS
Open Space and Recreation

The Plan proposes removal of a significant number of non-historic buildings and associated streets in this district to restore open space. This change would allow restoration of natural resources with enhancement of visitor access and recreational opportunities. Some residential uses would continue in this area.

PROGRAMS

The Plan proposes programs worthy of a great national park in an urban area. These programs would transform the Presidio into an environment in which innovation and imagination are nurtured and new perspectives are explored. The Presidio would be a setting for community and public events, educational and learning centers, museums, exhibitions, youth-oriented and directed activities, hands-on demonstrations, resource stewardship activities, festivals, events, celebrations, and more. Together with partners such as the National Park Service, the Smithsonian Institution, park tenants, schools, and cultural institutions, the Presidio Trust would provide a palette of program opportunities designed to create a compelling park experience for local, national, and international visitors.

Situated at a western gateway to America, the Presidio is an ideal place from which to explore the American experience from a uniquely western perspective. Programs at the Presidio would provide the local, national, and international community with an unequalled venue for understanding the diverse cultural riches of the American West and the Pan-Pacific region and for telling the many stories that shed light on the shaping of America. These programs, using the latest communications technologies and maximizing interactive opportunities, would speak to the themes of exploration and opportunity, of mobility and innovation, of heritage and the arts.

The Presidio Trust would build upon National Park Service interpretive programs and provide leadership in enhancing the visitor experience through exhibitions, events, and cultural programs focused on broader aspects of the American experience, including those with a direct connection to Presidio resources. Subject to financial considerations, the Trust would provide many of the sites and buildings that would host Presidio interpretative programs. The Presidio Trust would also work closely with non-residential park tenants to coordinate their participation. For instance, the Trust would encourage tenants to install interpretive exhibits consistent with Trust program goals. In addition, the Trust would provide information about practices and activities that occur "behind the scenes," including those that demonstrate the Presidio's efforts to become a model sustainable community.

The Presidio would continue to be home to museums and institutions that offer a uniquely western perspective on the American experience and bring new thinking to issues facing current and future generations. These institutions would explore broad themes related to the Presidio's strategic location at the Golden Gate. Programs that tie these broad themes to the specific history of the Presidio would encourage visitors to explore other areas of the park. Museum and interpretive programs would offer a robust mix of activities, lectures, discussions, exhibits, festivals, and celebrations.

The Presidio encompasses many special places that are appropriate settings for programs and events with meaningful associations for millions of Americans. The Main Post and Crissy Field would be the primary sites for hosting Presidio programs, in large part due to the unique built environment and open spaces found in these areas, as well as current visitor use patterns and ease of transit access. Smaller venues elsewhere in the Presidio may complement those at the Main Post and Crissy Field.

An enhanced sustainability program would demonstrate sustainable practices to local, national, and international visitors, educational institutions, interested organizations, and other land management agencies. This program would enable students and visitors to experience the full range of issues and activities that comprise the practice of sustainability.

There are few places in America like the Presidio, where the community plays such an important and integral role in the management and stewardship of a park's natural resources. The Presidio Trust, in collaboration with the National Park Service and Golden Gate National Parks Association, would continue the commitment to providing and building volunteer-based stewardship programs. These programs would involve individual Presidio residents and people from the wider community. Schools, youth groups, and organizations would also have opportunities to participate in volunteer workdays and other stewardship efforts at the park. Outreach to underserved communities would be an important component of these programs.

To ensure dynamic and exciting Presidio programs, the Trust would provide leadership and oversight in program coordination and delivery. While tenants would be asked to collaborate with the Trust and the National Park Service in providing Presidio programs, only in some cases would they be the primary program providers. This change from the GMPA is proposed in order to ensure that a consistent and well-coordinated set of programs is provided for the public even as tenants may change over time. This approach would also help to prevent duplication in allocating scarce program resources.

The Presidio Trust would also seek out key cultural program partners to secure cultural and financial resources beyond those available through regular tenant organizations. This effort would involve not only those cultural organizations that seek a long-term presence at the Presidio, but also organizations interested in sponsoring, supporting, or undertaking special activities in support of the Presidio programs effort.

Color Guard, Memorial Day, 2000

IMPLEMENTING THE PLAN

The PTIP sets forth goals and parameters. Refining and realizing goals would depend on their feasibility over time, and would involve additional public input and environmental review. The overall strategy for implementation of the Plan is to carry out individual projects that are consistent with the Plan concurrent with future planning activities. Certain projects would move forward immediately after the Plan is adopted; these mainly include (1) building rehabilitation and long-term leases involving no major changes in the built environment, (2) natural resource enhancements, and (3) other stabilization, rehabilitation, and infrastructure improvement projects. For other projects, including those involving building demolition or replacement construction, the Trust would undertake more detailed planning consistent with the PTIP. These detailed planning efforts would include environmental review as well as opportunities for additional public involvement.

Future plans and projects would be prioritized based on the following factors:

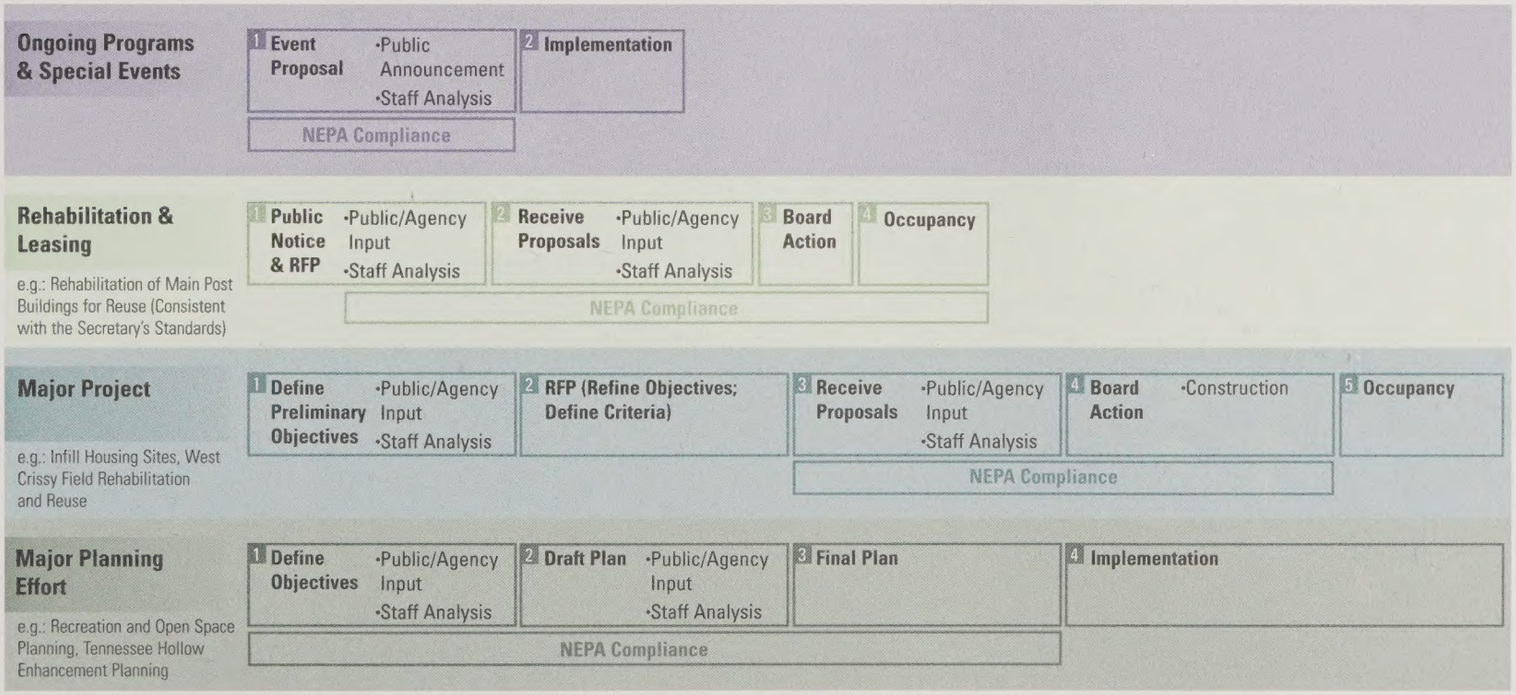
- *The need to safeguard significant park resources.*
- *Compatibility with the Trust Act.*
- *Compatibility with preferred uses and planning principles articulated in PTIP.*
- *Potential contribution to the Trust's financial self-sufficiency as a national park.*

Building 10, Funston Avenue

Rather than providing an exact blueprint for Area B, the PTIP proposes overall concepts for park enhancements, including principles governing the care and management of its varied resources, preferred land uses, and programs and activities that are appropriate in this national park setting. The Plan establishes planning principles and guidelines for future development and funding while building in the flexibility that would allow the Trust to respond to the social, environmental, and economic changes that will undoubtedly arise in coming years. Flexibility is critical, as public sector funding for the Presidio Trust will end in 2013. This built-in flexibility and the related commitment to future planning efforts would ensure ongoing public participation in the future of the Presidio.

Substantial financial resources are needed to manage the Presidio for the long term. Through sound principles of financial and real estate management, the financial challenge can be met and the park can pay for itself. The effectiveness of the PTIP in carrying out the Trust's financial goals would be continually monitored and determinations made periodically about whether to modify the Plan.

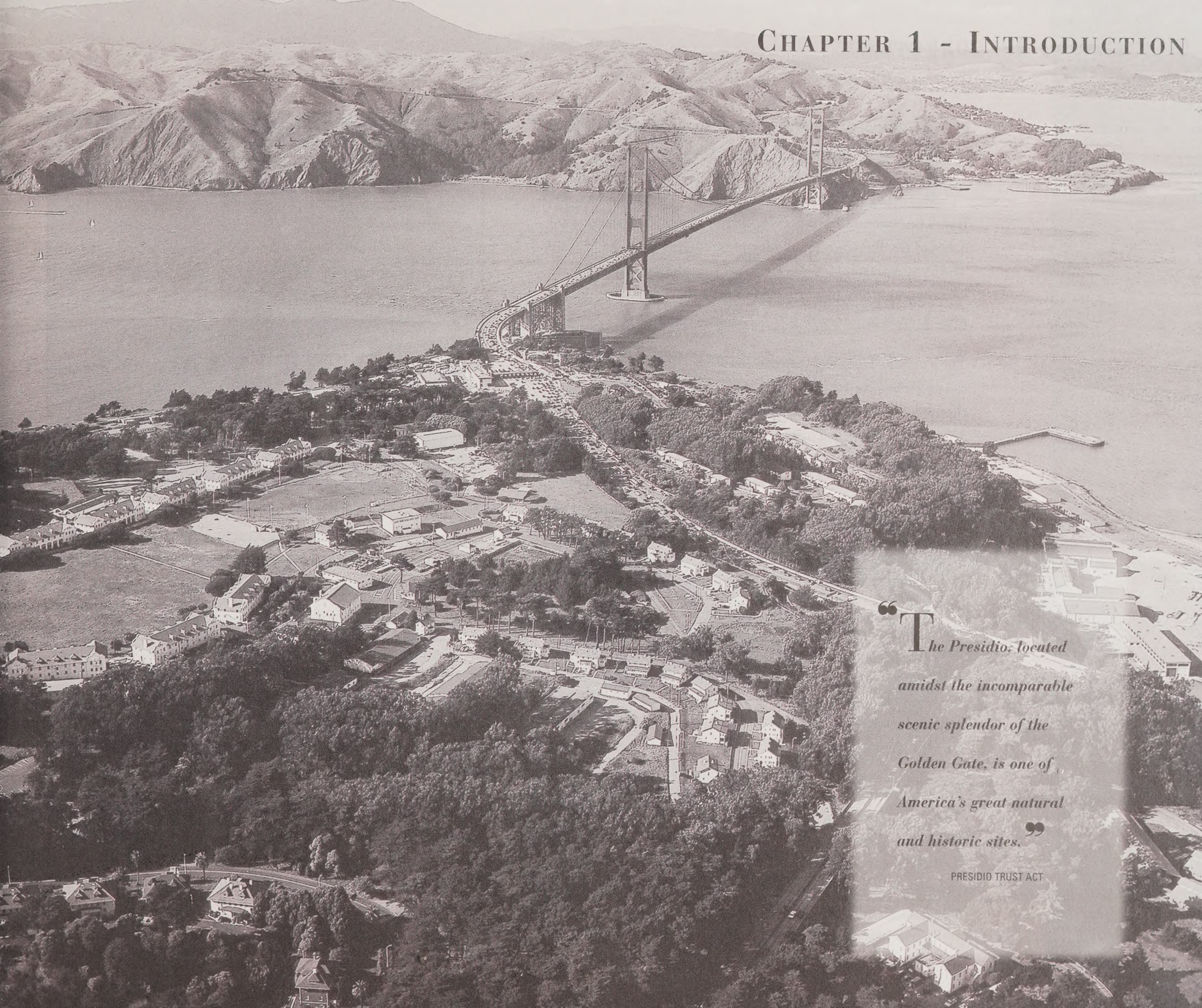
CONCURRENT IMPLEMENTATION ACTIVITIES



THROUGH THIS PLAN, THE PRESIDIO TRUST OFFERS THE FOLLOWING ASSURANCES TO THE COMMUNITY:

- *The Presidio will remain an open space haven with its natural, historic, scenic, cultural, and recreational resources preserved for public use and enjoyment.*
- *Open space and natural habitats will be preserved, enhanced, and increased in size.*
- *The Presidio Trust Act requires that future total building area will not exceed the 5.96 million square feet in existence today. The Presidio Trust will seek to reduce this total building area to 5.6 million square feet.*
- *The historic planted forest will be rehabilitated, wetlands enhanced, and native plant and wildlife species protected.*
- *The Presidio's National Landmark status will be preserved; any changes within the landmark district will be in accordance with the National Historic Preservation Act and in keeping with the park's setting.*
- *Construction will be limited to existing areas of development, and the size of new buildings will be compatible with those of nearby structures.*
- *The Presidio Trust will use sustainable design practices and promote energy and water conservation, waste reduction and recycling, and clean technologies.*
- *The Presidio Trust will discourage and reduce automobile use and promote walking, biking, public transit, and internal shuttle use.*
- *Presidio tenants will be selected for their responsiveness to park program themes and contribution to the visitor experience, their conformance with PTIP planning principles and guidelines, and their ability to contribute to the Presidio's financial sustainability.*
- *Public input will continue to be a valued component of planning for the Presidio's future as changes occur over time.*

Chapter 1 - Introduction



"The Presidio, located amidst the incomparable scenic splendor of the Golden Gate, is one of America's great natural and historic sites."

PRESIDIO TRUST ACT

Introduction

The 1,491-acre Presidio of San Francisco is the centerpiece of the Golden Gate National Recreation Area (GGNRA), an extensive national park that begins where the Pacific Ocean meets San Francisco Bay. The National Park Service (NPS) administers the coastal areas of the Presidio, known for planning purposes as "Area A." The Presidio Trust, a separate agency established by the U.S. Congress in 1996, has jurisdiction over the 1,168-acre inland area, known as "Area B."

The Presidio Trust Implementation Plan ("PTIP," or "Plan") is a comprehensive land use, transportation, and program plan that would guide planning and decision-making for Area B in accordance with the Trust's federal mandate. The PTIP would enable the Trust to continue to protect and preserve the park's resources and to provide educational and cultural programs for the public, consistent with the community assurances presented in this Plan. The PTIP would also provide the Trust with the flexibility necessary to respond to economic, environmental, and social changes in the coming years – flexibility that will be essential in order for the Trust to achieve financial self-sufficiency by 2013 as mandated by Congress. This built-in flexibility would also enhance the ongoing process of public participation in planning for the Presidio's future. The PTIP itself is the product of extensive community consultation, including a series of workshops and reviews held between July 2000 and January 2001.

The PTIP is based on the General Management Plan Amendment (GMPA) (NPS, 1994), the National Park Service plan for the entire Presidio. The PTIP would update and replace the GMPA as it applies to Area B, the area under the jurisdiction of the Presidio Trust. The GMPA would remain the management plan for Area A. During the course of the planning and environmental review process leading to the PTIP and its accompanying draft environmental impact statement (EIS), the Trust met regularly with the NPS to provide opportunities for input and discussion of the PTIP. The Presidio Trust and NPS will continue to collaborate in their respective management of the Presidio.

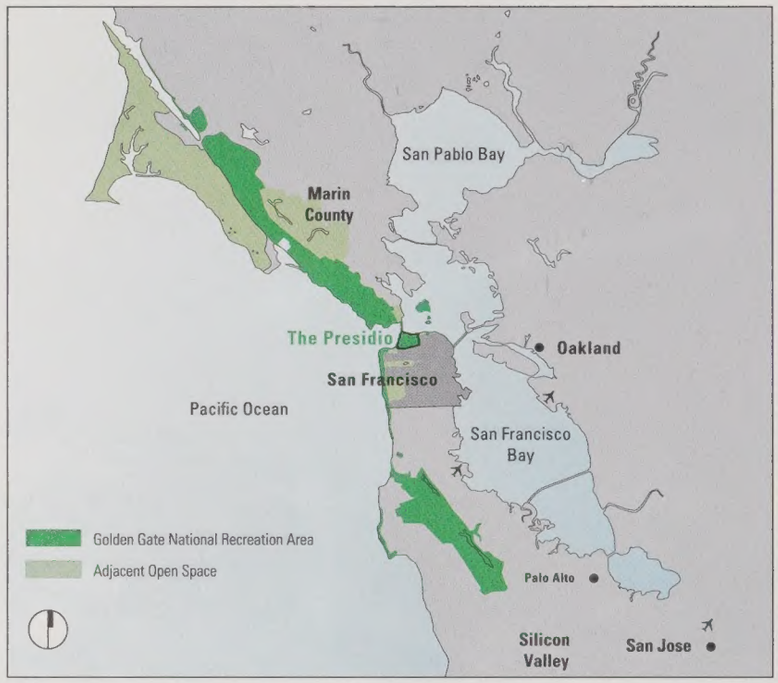


Figure 1.1: Golden Gate National Recreation Area

The Presidio Trust acknowledges and thanks the members of the public who contributed their time, knowledge, and energy to developing the Presidio Trust Implementation Plan.

This introduction chapter reviews the history of the Presidio as an army post and park site, and then describes in more detail the purpose of the PTIP and why it is needed, the PTIP's relationship to the GMPA, the PTIP planning process, and the organization of the Plan.

BACKGROUND

The Unique Presidio Site

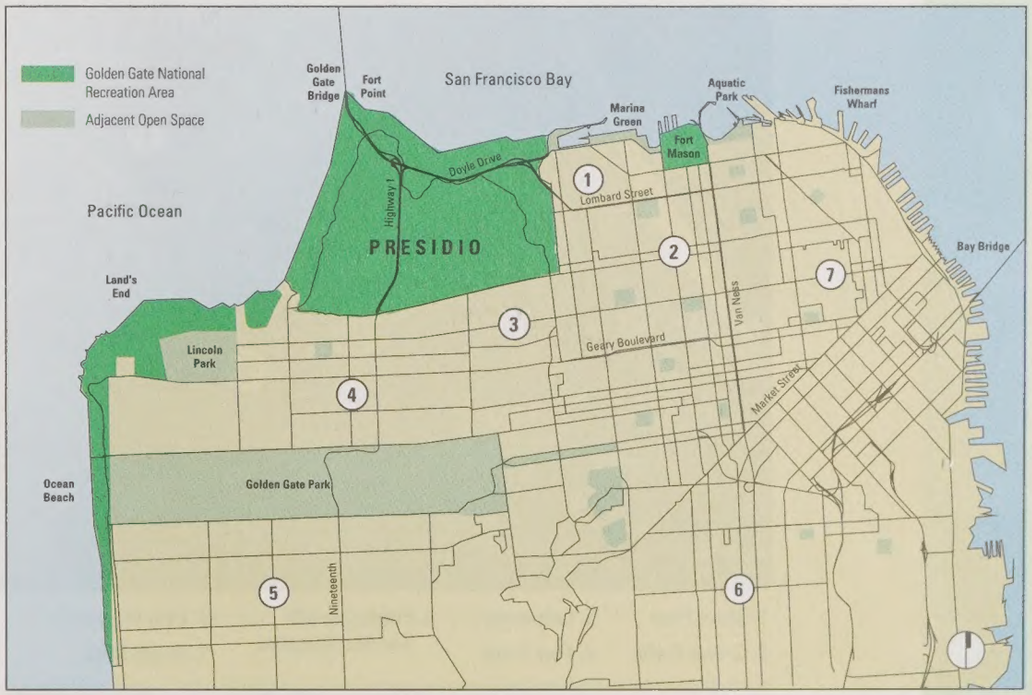
The Presidio is one of the country's great natural and historic sites. A military garrison for nearly 225 years under the flags of three nations, the Presidio today is a National Historic Landmark and part of the Golden Gate National Recreation Area (GGNRA), established by Congress in 1972 as a collection of parklands surrounding San Francisco Bay and environs. Many parts of the GGNRA, including Fort Mason, Fort Baker, Fort Funston, and Fort Cronkite, are, like the Presidio, former military holdings. (See Figures 1.1 and 1.2.)

The Presidio's distinctive resources include its historic architecture and landscapes, unique ecological systems and rare plant communities, inviting parklands, spectacular views, and recreational resources. The Presidio attracts visitors who take advantage of interpretive programs and exhibits and visit historic military sites, as well as those who enjoy natural resources, open space and scenery. The 700-acre developed area of the Presidio encompasses approximately 770 buildings providing about 6.1 million square feet of building space, Presidio-wide (Areas A and B). The Presidio contains offices, warehouses, residential areas providing more than 1,650 housing units, utility infrastructure, retail stores, tennis courts, a bowling center, a theater, a swimming pool, a golf course, gymnasiums, and other facilities – all within a park that itself is located within the urban setting of the San Francisco Bay Area. This unusual blend of natural and urban features makes the Presidio an exceptional place where people can live, learn, work, and play. (See Figure 1.3.)

A Rich Heritage

The Presidio of San Francisco, founded in 1776, has served as a strategic military outpost for Spain, Mexico, and the United States of America. It has protected commerce, trade, and migration, and has played a role in every major U.S. military engagement since the Mexican-American War in 1846. Commanding the Golden Gate at the entrance to San Francisco Bay, the Presidio today is a powerful location at which to tell important stories about the natural and cultural history of the area, Spanish and Mexican settlement of California, the settlement and expansion of the American frontier, the Gold Rush, and the role of the U.S. military presence on the West Coast.

In addition to its Spanish, Mexican, and U.S. military heritage, the Presidio's development was influenced by many other



1. Marina District
2. Pacific Heights
3. Presidio Heights
4. Richmond District
5. Sunset District
6. Mission District
7. Financial District

Figure 1.2: The Presidio and Surrounding Neighborhoods

Background

1. Main Post
2. Crissy Field
3. Letterman
4. Fort Scott
5. Public Health Service Hospital
6. East Housing
7. South Hills

	Area A	Area B	Presidio-Wide
Existing Square Footage	140,000	5,960,000	6,100,000
Existing Number Of Buildings	38	730	768

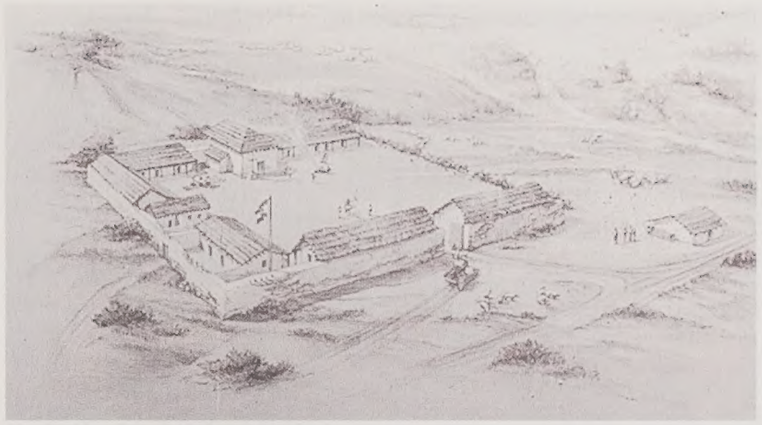
Figure 1.3: The Presidio Today

"Nowhere in the national park system is there represented a span and variety of history comparable to the 220-year continuum of the Presidio's use as a military garrison and occupation by Spain, Mexico, and the United States." (GMPA, page 7)

cultures that played a role in the evolution of California and the West. Long before Europeans arrived, for example, the Ohlone people hunted for shellfish along the shores and constructed seasonal camps on the land now known as the Presidio. Such associations add to the significance of the Presidio as a cultural resource. The Presidio harbors archeological finds with the potential to reveal information about past conditions, uses and lifeways of its inhabitants, and to provide links between historic indigenous peoples and contemporary tribal groups.

A Unique Army Post

Designated a National Historic Landmark in 1962, the Presidio contains one of our country's finest collections of places, buildings, structures, and artifacts related to military history. Its architecture represents every major period of U.S. military history since the 1850s. The careful site planning and extensive landscape design at this spectacular site make the Presidio unique among Army posts. The historic Presidio forest, a dominant feature of the post, was planted more than 100 years ago as an Army windbreak and beautification project and now covers 300 acres, primarily on ridges, along boundaries, and at entrances. The San Francisco National Cemetery, established in 1884, is an honored resting place for U.S. soldiers. The Presidio's coastal and harbor defense structures display the evolution of defense technology from the Civil War to the Cold War. Crissy Field, built along San Francisco Bay in the 1920s, was the first Army coastal defense airfield on the Pacific Coast.

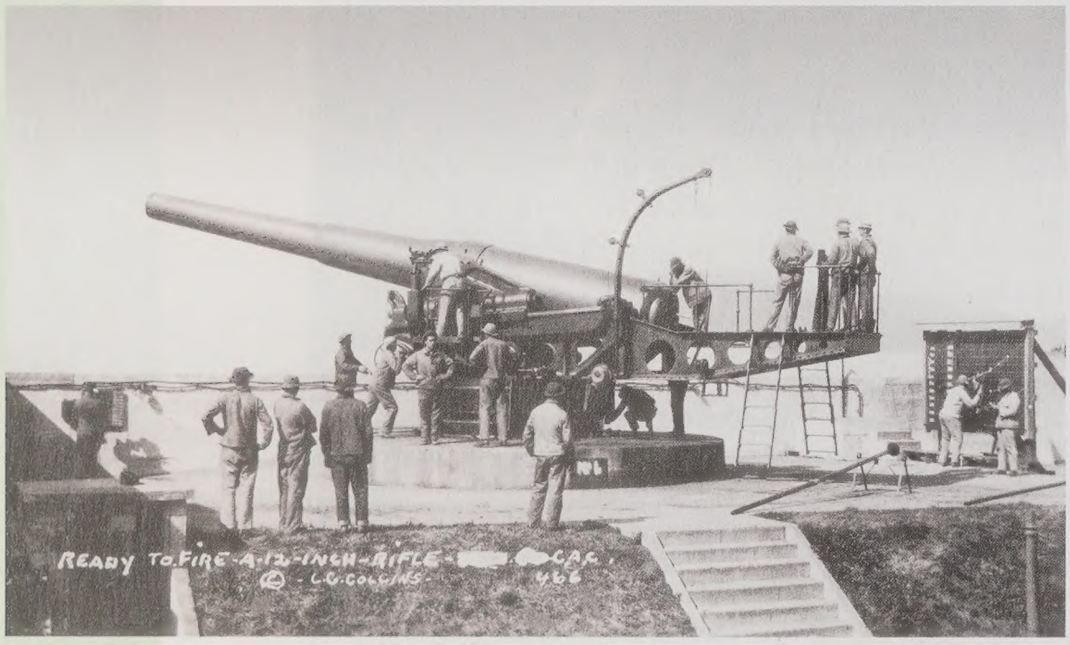


1790 painting of El Presidio

Troops from the Presidio played an important role in the Indian Wars in the West between 1849 and 1886. The site was also critical to expanding U.S. interests in the Pacific Rim through its central role in the Spanish-American War of 1898 and the Philippine-American War of 1899-1902. Letterman General Hospital, opened on the post in 1899, was the largest general hospital in the Army until 1918. From 1902 to 1904, African-American units of the U.S. Army Cavalry stationed at the Presidio patrolled Yosemite and Sequoia National Parks before the establishment of the National Park Service. The Army's presence at the Presidio played a key role in the recovery of San Francisco after the 1906 earthquake; the site's associations with the Chinese-American community, for example, mainly stem from the Presidio's role as a refugee encampment after the earthquake and fire. In 1915, the Presidio served as part of the site for the city's great Panama-Pacific International Exposition – an event that symbolized San Francisco's rebirth after the 1906 disaster. During World War I, the 30th Infantry, "San Francisco's Own," played a heroic role in the Battle of the Marne that turned the tide against Germany in 1918.

Background

Important connections exist between the Presidio and the Japanese-American community. Before America's entry into World War II, the Army trained Nisei soldiers as interpreters at the Military Intelligence Service Language School at Crissy Field. When Executive Order 9066 ordered the removal of Japanese and Japanese-Americans from the West Coast, the assignment fell to the Western Defense Command headquartered at the Presidio. Troops passed through the post



Battery Godfrey

on their way to the Pacific theater in World War II and later during the Korean War and the Vietnam War. Both the U.S.-Japan Security Treaty and the Security Treaty among the United States, Australia, and New Zealand were signed at the Presidio in 1951.

From Military Post to National Park

The Presidio's transition from military post to national park began in 1972 when, in the legislation creating the GGNRA, Congress included the Presidio within the GGNRA boundary. This act ensured that, if the military ever declared the base excess to its needs, the site would be protected as park land. The base was designated for closure in 1989, and in 1994 its long-time occupant, the U.S. Army, transferred jurisdiction over the Presidio to the National Park Service (NPS). As part of the transition, the NPS, in July 1994, completed and issued a final General Management Plan Amendment (GMPA) laying out a vision for the Presidio's future use and management.

The GMPA set forth concepts for managing the Presidio's resources. It also presented site concepts, land use plans, and building treatments for 13 distinct planning areas. It called for 348 historic buildings to be rehabilitated for new uses, and 276 buildings totaling 1.5 million square feet to be removed. Some new construction was also specified. The GMPA envisioned both public and private organizations establishing a mix of uses at the Presidio, with an emphasis on organizations with missions related to environmental, social, and cultural issues. The GMPA also recognized the need for a new management structure to oversee building leasing, operation, and maintenance and to work cooperatively with the NPS.

Innovative Approaches and Authorities for the Presidio

Once the GMPA was in place, difficult questions about how to carry out the plan remained. The NPS recognized that implementing the GMPA would require innovative approaches and unique authorities to manage the Presidio and to provide expertise in professional disciplines not widely represented in the NPS, such as building leasing, property management, and real estate finance. As Congress debated the creation of a new

managing entity, estimates of costs to implement the GMPA showed the Presidio to be by far the most expensive park managed by the NPS. The NPS estimated annual costs at $40 million, and capital improvement cost estimates ranged from $490 million to $741 million. Congress was unwilling to commit to the NPS the federal monies that would be needed over the long term to improve, protect, and maintain the Presidio.

The Presidio Trust and Its Unique Mandate

In 1996, Congress established the Presidio Trust pursuant to the Presidio Trust Act (16 U.S.C. 460bb appendix). (See Appendix A for the complete text of the Trust Act.) In response to competing public policy goals, Congress gave the Trust the unique responsibility of reducing and eventually eliminating federal government costs associated with over 80 percent of the Presidio (Area B) while retaining this area within the GGNRA. To achieve these goals, Congress provided only a limited budget, which would incrementally decrease to zero over 15 years, and provided no appropriated funds targeted for needed capital expenditures to preserve park resources. This mandate meant that the Trust was to be responsible for preserving and enhancing Area B as well as ensuring that its own operations would be financially self-sufficient by 2013. Although Congress did not provide full funding, it granted the Trust unique authority to accomplish the Trust Act's goals. The Trust may generate and retain revenue and borrow money to finance repair and rehabilitation of the Presidio's historic structures, and has flexibility in operating procedures to secure Presidio tenants in an ever-changing environment. The Trust assumed administrative jurisdiction over Area B on July 1, 1998; NPS retains jurisdiction over the coastal areas (Area A). (See Figure 1.4.)

Soldiers on Memorial Day, 2000

"The Presidio will be managed through an innovative public/private partnership that minimizes cost to the United States Treasury and makes efficient use of private sector resources." (Presidio Trust Act)

Background

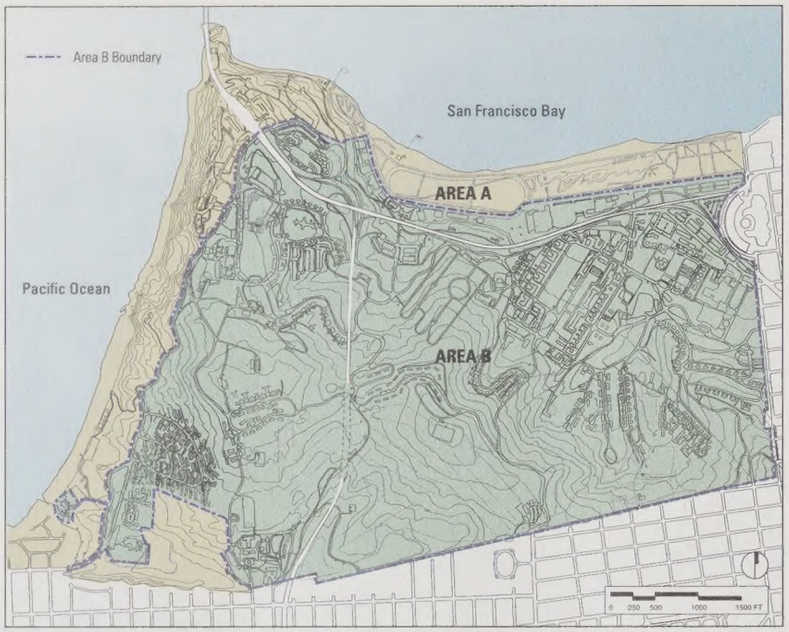


Figure 1.4: Boundaries of Areas A & B

The Presidio Trust is a wholly-owned federal government corporation managed by a seven-person board of directors. Six members are appointed by the President of the United States, and the seventh member is the Secretary of the Interior or the Secretary's delegate. The Trust is managed by an executive director and senior professionals who have brought to the built areas of the Presidio their diverse experience and expertise in real estate leasing, finance, preservation, development, and property management, and to its open spaces a depth of understanding of natural resource issues within their diverse settings.

As authorized by the Trust Act, the NPS manages Area A and, in cooperation with the Trust, provides visitor services and interpretive and educational programs throughout the Presidio. The NPS also provides public safety services under a contractual arrangement with the Trust. The Trust and the NPS work cooperatively in areas of joint concern and interest for the overall management of the Presidio, including planning efforts that overlap Areas A and B.

The Presidio Today

The Presidio today provides evidence of how the site has been occupied, developed, and shaped over time. Of the Presidio's approximately 770 buildings, 730 are managed by the Presidio Trust; over half of these are historic and contribute to the National Historic Landmark district status. (See Appendix C for a list of historic buildings.) A large amount of built space is currently used for offices. The Presidio also contains 1,650 housing units in 382 buildings. This housing ranges from large single-family houses to apartment complexes and barracks. Community and visitor facilities include chapels, a child care center, a post office, the National Park Service Visitor Center, meeting facilities, tennis courts, gymnasiums, a bowling center, a theater, a swimming pool, a golf course, and a number of small playgrounds and athletic fields. These facilities support a developing community of residents as well as an active community of employees of the various organizations located in the Presidio. The Presidio Trust operates and maintains the Presidio's electric, water, wastewater, storm drain, and refuse utility services. Ongoing infrastructure repairs and improvements will soon make the Presidio a demonstration site for state-of-the-art technologies. Upcoming projects include a micro-cogeneration plant for generating electricity and a reclaimed water treatment plant that will produce non-potable water for use on-site. Advanced telecommunications and data transfer technologies are being developed to support new building uses at the park.

Dramatic geological formations, a favorable climate, rich water resources, and protected open space have contributed to the site's rich biological diversity. As the surrounding areas have become more urban, the Presidio has provided critical refuge for plants and wildlife. Plant communities that had disappeared in the rest of the San Francisco peninsula survive within the 1,491-acre Presidio reservation. These remnant native plant communities preserve rare and endangered plant species and

provide valuable wildlife habitat. They include serpentine grasslands, where wildflower and grass species flourish; the last remnants of dune communities that once covered what is now the City of San Francisco; and riparian and wetland communities such as Lobos Creek, the best example of a native riparian community in the city. The Presidio contains a number of rare plants; these include Raven's manzanita, a species with only one known plant in existence that has been saved from extinction through the GGNRA's plant propagation program. Other important natural resources include the drainages at Mountain Lake, Lobos Creek, Tennessee Hollow, and the newly restored tidal wetland at Crissy Field.

"The Presidio's location at the Golden Gate has produced an unprecedented concentration of natural, scenic, cultural, and recreational resources – unique ecological systems, inviting parklands, spectacular views and vistas, and distinctive historic architecture. The Presidio today reflects the interaction of people and their environment as technology has advanced and social values have evolved." (GMPA, page 7)

The Presidio also provides an exceptional recreational resource within a major metropolitan area. It offers opportunities for a wide range of active pursuits as well as places for solitude and retreat. Sites throughout the Presidio provide spectacular vistas of the Pacific Ocean, the Golden Gate, the Marin Headlands, San Francisco Bay, and the skyline of San Francisco. Visitors enjoy walking, jogging, biking, sightseeing, birdwatching, surfing and wind surfing, sailing, fishing, and learning about the Presidio's history and environment. Others participate in an active stewardship program focused on preserving and restoring the park's natural systems.

PURPOSE OF THE PTIP

Purpose of the PTIP

The "Presidio Trust Implementation Plan – An Updated Plan for Area B of the Presidio of San Francisco" establishes planning principles and guidelines for carrying out the Presidio Trust Act. It sets forth a vision and updates the GMPA's management concepts and land use proposals for Area B, the area of the Presidio under the Trust's jurisdiction. The PTIP retains elements from the GMPA that have already been carried out or that do not warrant change, and focuses on planning concepts and management principles that need a new look due to changes and new opportunities since 1994. The Plan guides physical development and land uses by setting forth area-wide, conceptual (rather than site-specific) land use preferences. In addition to its land use concepts, the Plan sets forth the program and policy directions of the Presidio Trust, including its management policies and strategic directions. The PTIP would guide the Trust's overall management of Area B of the Presidio to achieve the best possible balance between the Trust's planning vision for Area B and the Trust's responsibilities under the Presidio Trust Act.

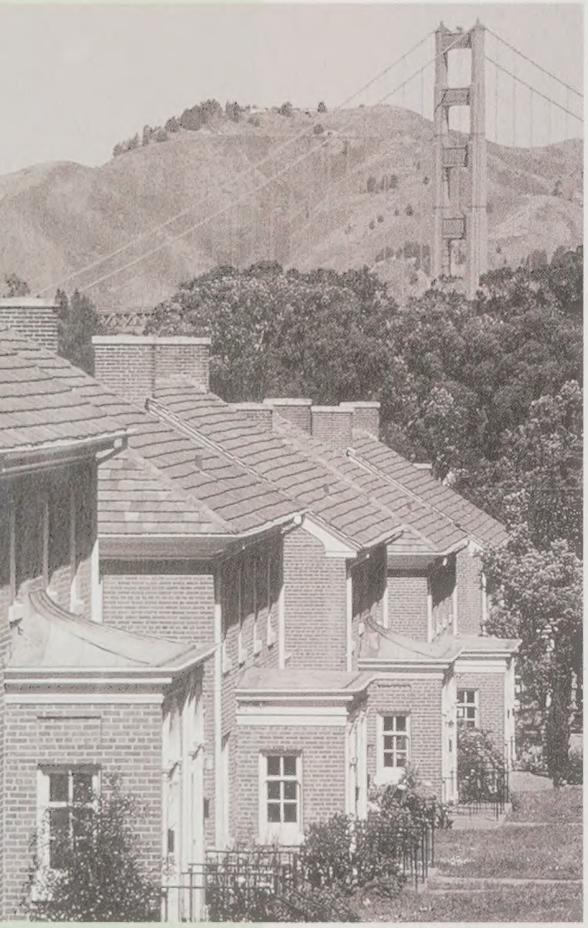
The PTIP:

- provides an updated plan for Area B that is well-suited to and consistent with the requirements of the Trust Act;
- allows for some differing policies and approaches specific to the Trust's needs, while retaining as much as practicable from the GMPA;
- addresses planning assumptions and circumstances that have changed since the GMPA was completed; and
- enables the Trust to be responsive to opportunities as they arise and circumstances as they may change over time.

Why the PTIP is Needed

WHY THE PTIP IS NEEDED

Since the time that the GMPA was adopted and the Presidio Trust Act was enacted, key land use and financial circumstances have changed, and the need for new policies and management approaches for Area B has become apparent. The PTIP is needed to account for and reflect these new requirements and changed circumstances, while retaining as much as practicable from the GMPA.



Liggett Avenue

Presidio Trust Act Requirements

In 1996, two years after the National Park Service finalized and adopted the GMPA for the Presidio of San Francisco, Congress enacted the Presidio Trust Act, establishing new management and other requirements for Area B. The GMPA had assumed that the Trust would be established under the Department of the Interior with the National Park Service retaining primary responsibility for the Presidio's management. Instead, Congress created the Trust as a wholly-owned federal government corporation, transferred the Secretary of the Interior's administrative jurisdiction over Area B to the Trust, and required conformity only with the purposes of the GGNRA Act and with the general objectives of the GMPA.

The proposed PTIP is needed to create a policy framework that balances and conforms the concepts and principles of the GMPA with the newly enacted statutory requirements and mandates of the Trust Act. Under the Trust Act, the Trust must generate sufficient revenues from Area B to support its operations (including financing costs and programs) without annual federal appropriations beginning in Fiscal Year 2013; this requirement means that the Trust must manage its portion of the Presidio in such a way as to become financially self-sufficient. The Trust must also generate sufficient revenues from leasing and other activities to sustain its operations, which include performing the necessary building- and infrastructure-related capital improvements, and funding replacement reserves in perpetuity. Under the Trust Act, removal and/or replacement of some structures must be considered as a management option in administering Area B. Also, in managing and leasing properties, the Trust must give primary emphasis to those tenants that enhance the financial viability of the Presidio and facilitate the cost-effective preservation of historic buildings. Other requirements include obtaining reasonable competition in leasing, considering the extent to which prospective tenants contribute to the reduction in cost to the federal government, and bringing all Area B properties into compliance with federal building codes and regulations. All of these requirements are to be accomplished while managing the Presidio so as to protect it from "development and uses which would destroy the scenic beauty and historic natural character of the area and cultural and recreational resources" (Presidio Trust Act).

"As part of the Golden Gate National Recreation Area, the Presidio's significant natural, historic, scenic, cultural and recreational resources must be managed in a manner which is consistent with sound principles of land use planning and management, and which protects the Presidio from development and uses which would destroy the scenic beauty and historic and natural character of the area and cultural recreational resources." (Presidio Trust Act)

Changed Circumstances

The PTIP is also needed to reflect changes in circumstances that have occurred since the GMPA was adopted in 1994. Such changes include progress made in implementing the GMPA, as well as significant alterations in the land use and financial conditions assumed by the earlier plan. Despite the broad scope and specificity of the GMPA, unforeseen factors altered certain assumed conditions even in the final stages of the GMPA planning process or soon after the plan was adopted. Examples include the following:

- In enacting the Presidio Trust Act in 1996, Congress rejected the idea of a continuing annual federal appropriation for the Presidio of between $16 to $25 million. The GMPA had assumed that this federal appropriation would continue.

- The GMPA assumed substantial philanthropic contributions. While the NPS has received some philanthropic funding for activities in Area A under NPS jurisdiction, only limited donations have been received for activity in Area B.

- Similarly, several early NPS leases under the GMPA were concluded with non-profit organizations on terms that provide for minimal long-term revenues. Most of the early lease transactions provided that tenants would rehabilitate and occupy buildings, when in fact these tenants could contribute only minimal rent to support ongoing operations. The Trust Act requires different considerations in circumstances like these.

- The GMPA assumed that the Sixth U.S. Army would continue to use approximately 30 percent of the Presidio's building space, including about half the available housing. The Sixth Army's presence was anticipated to be a significant benefit to the Presidio; the Army was to pay direct expenses for buildings, facilities and other occupied property and would share the operating expenses common to Presidio tenants. This funding was to be a significant contribution in the early years of the park. Shortly after the NPS completed the GMPA, however, that aspect of the plan changed when the Department of Defense determined that the Sixth Army would vacate the Presidio permanently. The Army's departure had a dramatic effect on the GMPA's financial and building occupancy projections. While the GMPA assumed that the Sixth Army would occupy 277 buildings comprising 1.8 million square feet of residential building space for an indefinite period, the Army had largely departed the Presidio by 1995.

- Other land use concepts presumed in the GMPA have also not been supported by existing conditions or market demand. For example, the anticipated use of the Letterman complex as a health science, research, and education center could not be realized when the GMPA's anticipated user, the University of California at San Francisco (UCSF), failed to conclude a lease agreement with the NPS before enactment of the Trust Act. The Presidio Trust subsequently considered and selected an alternate user wishing to establish a digital arts and design center at the site. Similarly, the conference center use contemplated under the GMPA for the Public Health Service Hospital site was not supported when the Trust sought such users in 1999.

- Before creation and full operation of the Trust, other decisions were made changing the land use designations in the GMPA. In one instance, the NPS altered the GMPA land use plan by deciding to abandon Building 35 as a comprehensive public safety facility and instead split police and fire services by rehabilitating and constructing an addition to the Presidio fire station.

- Since the Army's departure and the establishment of the Presidio Trust, the Trust has renovated and put back into use the

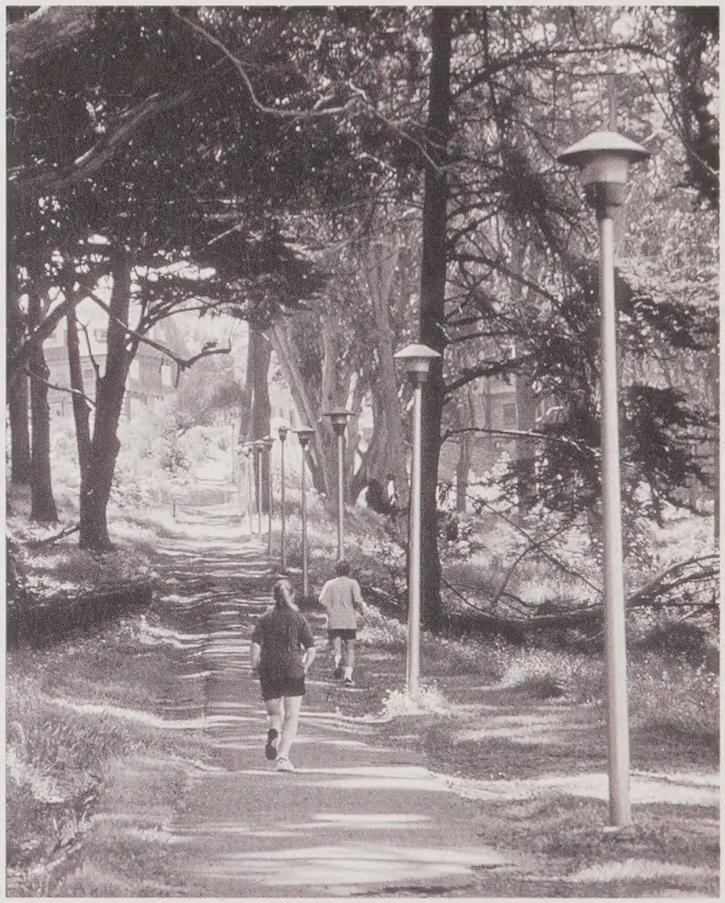
Why the PTIP is Needed

remaining Wherry Housing (Baker Beach Apartments) on a short-term basis. The Trust's re-activation of this housing yielded important rental revenues in the Trust's start-up years and afforded a broader mix of housing options for Presidio employees.

The PTIP planning effort is needed to assess these changes, reconsider and update the GMPA's related market cluster concepts, and provide revised land use concepts for the Presidio that can be financially sustainable while accommodating changing opportunities and market conditions. A more flexible plan is also needed so that a Presidio-wide plan amendment is not required each time a changed circumstance, the market, or a new opportunity necessitates a change in a land use designation or building treatment specified by the GMPA.

New Policies and Management Approaches

Because of the Trust Act's financial self-sufficiency requirement, the Trust cannot be assured of continuing federal financial support for the Presidio's long-term operation and protection. The Trust therefore must consider and take into account market principles, financial uncertainties, and changing economic conditions. Markets and financial conditions are inherently unpredictable, offering certainty only in the existence of periodic cycles, with some periods of economic strength followed by inevitable downturn. The Trust needs to revise the governing plan for Area B in order to plan and manage for this financial uncertainty even after new financial projections are developed. The Trust can neither be sure of the timing of cash flow, the availability of tenants, nor expected financial outcomes. Thus, there is an inherent need for a plan that allows the Trust to remain flexible in managing its resources for the long term.



Lover's Lane

The GMPA contains specific and prescriptive elements, the implementation of which relied heavily on ongoing federal appropriations. The Trust, on the other hand, must meet its mandate largely without federal funding. The Trust's plan for Area B must, therefore, apply market principles and balance market opportunities and conditions with the programmatic and resource management goals.

Implementation of the GMPA was based upon the slumped real estate market conditions that existed in 1994 and were projected through the 1990s. At the time, no one foresaw the surge in the San Francisco real estate market or the current economic

Why the PTIP is Needed

downturn following almost six years of unprecedented economic growth. Growth throughout the late 1990s has put stress upon the regional housing market and created new business demands that could not have been foreseen in 1994 when the GMPA was developed. The plan update is needed to address more adequately these and similar market changes that may occur over time.

At times, the Trust may not be able to conclude a financially viable transaction on an otherwise desirable project because of, for example, obsolete building configurations, tenant needs, or other factors. In some of these circumstances, the Trust may wish to consider other options such as alternate uses, a change in location, or building demolition with replacement construction. At other times, apparently desirable projects may need to be deferred, changed, or foregone because of financial factors such as cash flow concerns or market conditions. Market demand may fail to deliver an intended use, or changed market conditions may require a different approach to leasing or financing that better addresses the existing market opportunities or realities at the time. The Trust needs the flexibility of a programmatic, rather than prescriptive, plan to respond to market factors like these.

The Trust was created in part to bring a depth of professional experience and special skills in property management, financing, leasing, and building restoration to the Presidio. The PTIP is needed to guide the appropriate application of this expertise in the overall pursuit of the GMPA's General Objectives.

General Objectives of the GMPA

The Trust Act directs the Presidio Trust to manage the property under its jurisdiction in accordance with (1) the purposes of the Act establishing the GGNRA,[1] and (2) the "General Objectives" of the GMPA. The General Objectives set forth in Presidio Trust Board Resolution 99-11 dated March 4, 1999 are:

- *To preserve and (where appropriate) enhance the historical, cultural, natural, recreational, and scenic resources of the Presidio;*
- *To address the needs of Presidio visitors, tenants, and residents for community services such as transportation, water, power, waste management, and public safety (among others) in an environmentally responsible manner, while respecting neighboring communities;*
- *To increase open space, consolidate developed space, and provide for appropriate uses of the Presidio, including uses that involve stewardship and sustainability; cross-cultural and international cooperation, community service and restoration, health and scientific discovery; recreation, the arts, education, research, innovation, and/or communication; and*
- *To sustain the Presidio indefinitely as a great national park in an urban setting.*

[1] The purposes of the GGNRA Act are as follows:
"In order to preserve for public use and enjoyment certain areas of Marin and San Francisco Counties, California, possessing outstanding natural, historic, scenic, and recreational values, and in order to provide for the maintenance of needed recreational open space necessary to urban environment and planning, the Golden Gate National Recreation Area is hereby established. In the management of the recreation area, the Secretary of the Interior shall utilize the resources in a manner which will provide for recreation and educational opportunities consistent with sound principles of land use planning and management. In carrying out the provisions of this Act, the Secretary shall preserve the recreation area, as far as possible, in its natural setting, and protect it from development and uses which would destroy the scenic beauty and natural character of the area." (16 U.S.C. 460bb)

Relationship of the PTIP to the GMPA

RELATIONSHIP OF THE PTIP TO THE GMPA

Since its inception, the Trust has carried out the mandates of the Trust Act by looking to the 1994 GMPA as the foundational plan that guides the Trust's planning and decision-making. The GMPA's importance is reinforced by both the Trust Act and Trust policy. For this reason, the PTIP is not a wholly new plan for Area B. The PTIP reflects many of the GMPA's foundations and builds upon the GMPA while also taking into account the Trust's mandate, policies, and approaches, and building in a measure of flexibility not contemplated in the GMPA. While the GMPA remains unaltered as the plan for the NPS's management for Area A of the Presidio, the Trust has built upon the GMPA to create this plan for Area B. The Trust and the NPS will continue to collaborate in ongoing planning efforts that affect Areas A and B of the Presidio. The GMPA will continue to guide the NPS interpretive services, visitor orientation and educational programs throughout the Presidio.

Planting acorns at a Vegetation Management Plan pilot project site

The PTIP incorporates many elements of the GMPA as well as input from an extensive public participation process, and represents a comprehensive vision for Area B of the Presidio. The goals of the PTIP, in relationship to the GMPA, are:

- *To enhance the natural environment and increase the size and quality of the Presidio's open space*, primarily by removing a significant amount of non-historic housing in the southern part of the park and by conserving, rehabilitating, and expanding natural resources in this area. Under the PTIP, the total amount of open space in Area B would increase by approximately 97 acres. Of this total, the major increase would occur through demolition of up to 660,000 square feet of building area (493 housing units) in the southwest part of the park, similar to the GMPA. This building demolition would yield an increase of 46 acres of open space.

- *To reinforce historic patterns of development with a compact, mixed-use community in the northern part of the park* that concentrates population densities around transit stops to make transit economically viable. The Presidio Trust would reuse and renew buildings to the maximum extent feasible, with some new construction sited in already-developed areas in the northern part of park (Fort Scott, Crissy Field (Area B), Main Post, and Letterman). The PTIP's goal is that the total amount of built space not exceed 5.6 million square feet. This total is approximately 590,000 more square feet than planned for in the 1994 GMPA, but 360,000 fewer square feet than the total built space that existed at the Presidio when the Presidio Trust Act was passed in 1996, and that exists today, in 2001.

- *To ensure no net loss of housing* over that which exists today. Consistent with goals of providing for environmental sustainability and a diversity of housing for the projected Presidio workforce, the housing unit type and count would be broader and greater than anticipated in the GMPA. Through building rehabilitation, building conversions, and limited new construction, the PTIP would produce 1,650 housing units, representing an increase of approximately 880 units over the number planned for in the GMPA.

- *To ensure a consistent level of high-quality public programs* by changing the primary method by which programs are delivered at the Presidio, and by committing to an increase in building space and financial resources for programs over that provided by the GMPA. Today, programs are provided and funded primarily by mission-related tenants; under the PTIP, programs would be funded by general Trust revenues and through Trust and tenant collaborations. Presidio tenants would be selected in part for their responsiveness to park program themes and contribution to the visitor experience. The Plan would provide programs worthy of a great national park in an urban area and ensure that the Presidio would become a center for arts and culture as well as innovation and education.

- *To create a flexible planning framework* that allows the Presidio Trust to respond to the market and new opportunities as they arise. The PTIP would provide a policy-level framework for future activities. The details of a planning district's design, including the identification of opportunity areas for new construction and demolition, parking and circulation, building uses, and implementation of area-wide goals set forth in this Plan, would be determined through future planning with ongoing public involvement. The PTIP would provide more flexibility in land use than was specified in the GMPA, particularly in planned uses of the built environment, to allow the Presidio Trust to achieve financial self-sufficiency as required by the Presidio Trust Act.

Relationship of the PTIP to the GMPA

Overlooking historic Crissy Field

The PTIP Planning Process

THE PTIP PLANNING PROCESS

Public Participation

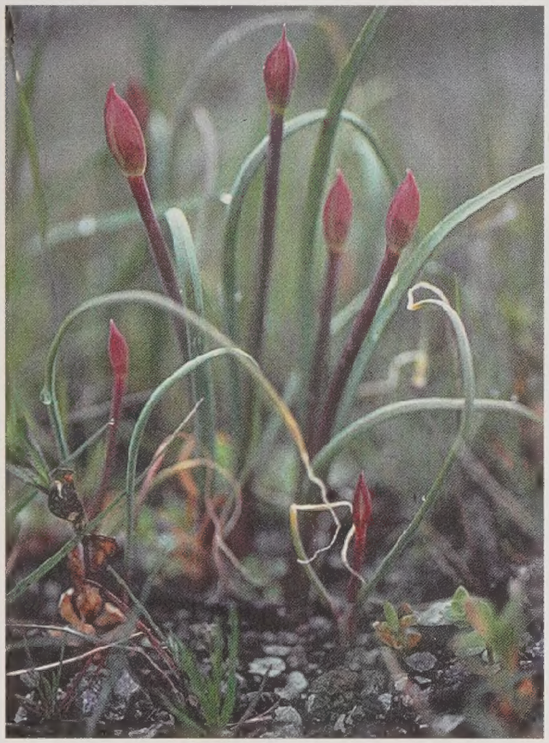
The PTIP is the result of a nine-month planning process involving close consultation with the public. On July 12, 2000, the Presidio Trust held a public workshop introducing the context of PTIP, proposing planning principles, and soliciting input on key topics to be studied as part of the process. The Trust held a second workshop focusing on financial concepts on September 13th. At a third public workshop on November 15th, the Trust presented conceptual alternatives and preliminary financial information. At a final workshop on December 13th, the Trust responded to questions and comments. The Trust also held a public scoping period designed to solicit input from the public and agencies on the types of actions, the range of alternatives, and impacts to be considered through the PTIP process. The Trust accepted letters, e-mail, and other comments until January 16, 2001, when the public scoping period closed.

This document fulfills the next project milestone, the release of a draft Plan for public review and comment. Following publication and distribution of the Draft PTIP and associated environmental impact statement (EIS), interested agencies and members of the public may prepare and submit written comments to the Presidio Trust during a 45-day comment period. Oral comments will also be accepted at one or more public hearings to be held during the comment period. All comments will be responded to in writing, and will inform preparation of a final Plan and EIS. The final Plan and EIS will contain text changes necessary to respond to public and agency comments or to clarify aspects of the Plan and its environmental analysis. After distributing the final Plan and EIS, the Trust will prepare a Record of Decision, and the Trust's Board of Directors will adopt the Plan. Once adopted, the PTIP will serve as the basis for future decision-making for Area B of the Presidio. Additional site-specific plans and environmental analysis, as appropriate, will be prepared to carry out the Plan, with public input continuing as a valued component in planning for the Presidio's future.

Participants at a public Board meeting, October 2000

Environmental Review

A Draft environmental impact statement (DEIS) on the draft PTIP has been prepared in conformance with the requirements of the National Environmental Policy Act (NEPA). The DEIS contains a detailed discussion of the existing environmental setting of Area B, the potential environmental impacts of the PTIP, proposed mitigation measures, and alternatives to the PTIP.



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Like the PTIP itself, the PTIP DEIS is a broad program-level statement. The Presidio Trust has tiered the PTIP EIS from the 1994 Presidio GMPA EIS. The PTIP DEIS therefore summarizes some of the issues discussed in the GMPA EIS, and incorporates by reference certain of its discussions. This approach, incorporating relevant information and analysis from the GMPA EIS, is consistent with the tiering concept under NEPA.

ORGANIZATION OF THE PLAN

Organization of the Plan

The PTIP contains four chapters following this Introduction:

Chapter 2 – Planning Principles

The planning principles translate the Trust's vision for the Presidio into specific goals and objectives for managing Area B. The planning principles largely come from the GMPA, but in some instances have been modified or newly proposed to address Trust management approaches, new opportunities, or Trust Act mandates. The principles are organized around the concept of sustainability, which considers the balance among economic, social, and environmental concerns in all decision-making. Environmental considerations are reflected through principles that address natural and cultural resources and environmental sustainability; social considerations are addressed in principles dealing with the visitor experience, recreation, resources, community, and transportation; and economic values are set forth in principles dealing with infrastructure management and financial sustainability. This chapter also provides information about current activities underway to implement concepts consistent with the GMPA. Together with the vision statement, the planning principles presented in this chapter would form the backbone for future planning and management of Area B resources.

Chapter 3 – Programs

This chapter outlines the programs and activities that will bring the Presidio to life in the future. It describes aspects of the visitor experience, anticipated NPS interpretation services, and a broad range of potential programs that will make the Presidio a distinct place for national and international visitors.

Organization of the Plan

Chapter 4 – Planning Districts: Concepts and Guidelines

This chapter sets forth planning concepts and guidelines for seven planning districts: Main Post, Crissy Field (Area B), Letterman, Fort Scott, Public Health Service Hospital, East Housing, and South Hills. For each district, the chapter describes a planning concept, including preferred land uses, open spaces, total building area, circulation and access, followed by guidelines to help direct future land, building, and planning decisions for the district.

Native Central dune scrub

Chapter 5 – Implementation Strategy

To carry out the PTIP, a clear and thoughtful implementation and financial strategy is needed. This chapter describes overall Plan implementation activities and guidelines; provides general direction for leasing, future planning and site improvements, and potential phasing; and summarizes the financial analysis and modeling used to test the PTIP's ability to meet the self-sufficiency mandates of the Trust.

Chapter 2 - Planning Principles

"The Presidio was the oldest continuously operating military post in the Nation dating from 1776, and was designated a National Historic Landmark in 1962."

PRESIDIO TRUST ACT

This chapter presents the principles that would guide the Presidio Trust's management of Area B. The principles offer direction for preserving and enhancing the valuable natural and cultural resources of the Presidio, including its historic buildings, archeological sites, recreational areas, open space, forests, wetlands, plants and animals. The principles also address the challenges of transforming a former military base into a national park – the challenges of providing a meaningful experience for park visitors while also fostering a sense of community and ensuring environmental and fiscal responsibility.

"...as part of the Golden Gate Natural Recreation Area, the Presidio's significant natural, historic, scenic, cultural, and recreational resources must be managed in a manner which is consistent with sound principles of land use planning and management, and which protects the Presidio from development and uses which would destroy the scenic beauty and historic and natural character of the area and cultural and recreational resources..." (Presidio Trust Act)

The overarching concept organizing the principles is the Trust's goal to manage the Presidio today in a way that ensures the ability of future generations to enjoy and benefit from the park's resources. This concept, known as "sustainability," acknowledges the need to balance environmental, social and economic concerns. To reflect the overarching concept of sustainability and the balance among its three main concerns, the principles are organized into three sections, as follows:

The Park (Environmental Concerns) describes principles for preserving, protecting, and enhancing the valuable physical resources and environmental setting of the Presidio. This section includes principles relating to natural, cultural, and recreational resources.

Transplanting native flowering currant

The People (Social Concerns) describes principles that provide for visitor use and enjoyment of the park as well as development of a vibrant, innovative residential and working community. This section includes principles relating to visitor experience, community, and transportation.

Management (Economic Concerns) describes principles for ensuring that the park is managed in a sustainable manner and meets its financial goals. This section includes principles on infrastructure and facilities maintenance practices and financial sustainability.

The principles are interrelated. Together, they would guide the Trust's future decision-making by creating benchmarks that suggest needed actions and measure results. Thus, individual principles cannot be interpreted as stand-alone, absolute statements about the future. At times, balance may be needed among competing principles; in these cases, the Trust would seek the solution that best supports the overarching concept of the park's sustainability.

THE PARK

The principles in this section address protection and management of the Presidio's exceptional natural, cultural, and recreational resources. The Presidio Trust would lead stewardship efforts to preserve the Presidio's uniqueness by preserving and enhancing its diverse and rich natural resources; maintaining its historic character and ensuring that future changes preserve the site's integrity; and preserving open spaces and recreational features for visitor use and enjoyment.

Coastal buckwheat

Natural Resources

The Presidio provides an essential refuge for once-abundant native plant communities and associated wildlife that have been almost lost in San Francisco. The Presidio provides exceptional natural habitat within an urban environment, supporting diverse wildlife species. Plant communities support more than 230 native plant species, thirteen of which are rare or endangered plant species.

To ensure seamless management activities across Area A and Area B of the Presidio, a memorandum of agreement for Natural Resources is being developed between the Presidio Trust and the National Park Service (NPS) that would provide a framework for a collaborative natural resources program.

PRINCIPLE 1: HABITAT PROTECTION AND ENHANCEMENT

Identify, protect, enhance, restore, and expand the Presidio's ecosystems. Protect, establish, and manage areas of native vegetation and wildlife habitat. Identify, monitor, and protect sensitive wildlife species.

The Presidio Trust would protect the natural resources at the Presidio, and would provide the foundation for ensuring their long-term health. The Presidio Trust would work in partnership with the NPS to create self-sustaining ecosystems, where feasible, through restoration and management programs, accomplished in part through long-term community and volunteer activities.

The objectives, actions, and zoning set forth for the native plant community zone in the *Vegetation Management Plan* (VMP) guide the protection, enhancement and restoration activities for vegetation within natural habitats. A major goal of the VMP is to restore and expand native plant habitat. Primary areas to be restored include the Wherry Housing (Baker Beach Apartments) area, Tennessee Hollow watershed, and Inspiration Point. (See Figure 2.1.)

Under the PTIP, the total area of native plant habitat in Area B would increase by up to 132 acres. The Trust would collaborate with the NPS to implement the actions identified in the VMP to protect and enhance existing native plant communities and their remaining habitat.

American lady butterfly

The Park: Natural Resources

Where feasible, the primary goal of habitat restoration efforts would be to restore both natural processes and function. The VMP identifies corridors and sites within the native plant communities zone proposed for restoration. Many of these areas are adjacent to existing native plant communities, where

Figure 2.1: Vegetation Management Plan Zones

increased habitat would enhance rare or endangered plants and associated wildlife.

Natural Resource Inventories - Baseline inventories are important for understanding the resources that exist at the Presidio. These inventories describe existing natural and cultural resources and the processes that influence those resources. Inventories have already been completed for the native vegetation elements, and maps have been completed for forest, rare plant species, and wetlands resources. Once all natural history elements have been inventoried, key elements would be identified for monitoring. The resulting information would be used to detect or predict changes that may require management intervention, and to provide reference points for comparison with other environments and time frames. Through this initiative, monitoring protocols would be developed and implemented for important natural resource systems elements. This information would contribute to decision-making processes.

Studies would ensure a systematic, current, and fully adequate park information base and provide a sound basis for management actions. Such studies would ensure that the information used for decisions is state-of-the-art. Research can also determine the causes and potential resolution of natural resource management problems and improve understanding of park ecosystems and related human social systems.

Where existing information is inadequate, new information and data may need to be collected before decisions are made. Long-term research or monitoring may also be necessary to evaluate the effects of management actions on natural resources when function and significance of the resources are not clearly understood.

Ecological Restoration Activities - Ecological restoration efforts would continue under the PTIP, consistent with the goals and objectives of the VMP. Some of these activities include removal of non-native trees and vegetation, native plant propagation, revegetation, and monitoring. Plant material for revegetation would be derived from populations of native species presently or historically found at the Presidio. This would ensure the protection of the unique genetic characteristics

of the Presidio's flora. All ecological restoration sites would be maintained and monitored at least until established success criteria are met. These criteria include native plant and wildlife enhancement, reduction and/or elimination of targeted exotic species, and conformance with recovery objectives. Existing successful community stewardship and education programs would remain the pillars supporting the long-term success of these efforts.

High priority would be given to actions that preserve, protect, and enhance rare plant habitat and wildlife habitats. All restoration project activities would use current best management practices to provide the highest level of protection for both physical and biological resources. Restoration planning would be coordinated with other project planning. Plans for visitor access to habitat areas would seek to protect sensitive vegetation resources while providing opportunities for visitors to experience the diverse settings of the Presidio.

Rare, Threatened, and Endangered Species - Any federal- and/or state-listed threatened and endangered species that occur in the Presidio would be surveyed and protected, identified actions would be taken to recover the species, and their habitats would be enhanced and restored where possible.

California quail

Ecological restoration activities would also focus on actions identified in U.S. Fish and Wildlife Service (USFWS) Recovery Plans to recover the five federally-listed plant species found on the Presidio, and to restore their associated habitat in compliance with the Endangered Species Act. All thirteen species of rare or endangered plant species would be protected and monitored. Site planning and projects that may affect the recovery of endangered species would be done in consultation with the USFWS.

Wildlife Monitoring and Management - Native wildlife species and their habitats would be identified, protected, monitored and, where possible, restored. Maintaining and enhancing wildlife corridors and habitat for nesting and migratory birds would be promoted. Corridors providing wildlife movement would be identified, and would be a focus for habitat restoration. The restoration of native habitat, enhancement of forest and wildlife corridors, and improvement of drainage corridors would improve wildlife productivity.

Wildlife surveys would be conducted as part of projects and monitoring programs. Disruptive activities in sensitive wildlife habitat areas or corridors would be scheduled so as to reduce or avoid disturbance. The Trust, together with the NPS, is currently developing a program to monitor migrating and nesting birds. A monitoring system would be established to provide continuously updated information on birds, bats and other mammals, reptiles, amphibians, insects, and aquatic species. Inventories, research, and monitoring of existing wildlife and habitats would continue.

Gathering seeds for restoration projects

PRINCIPLE 2: HISTORIC FOREST REHABILITATION AND REFORESTATION

Rehabilitate the historic planted forest, and preserve, enhance, and manage other key forest areas that provide values such as windbreaks, vistas, screening, and wildlife habitat.

Rehabilitation of the historic planted forest, a contributing feature to the Presidio's National Historic Landmark (NHL) designation, would be guided by the objectives and zoning set forth in the historic forest management zone section of the Presidio VMP. The VMP provides a management framework that emphasizes the historic character and significance of the historic forest, allows for change over time, and promotes improved forest health through the use of sustainable forestry practices.

Rehabilitation of the historic forest would begin with an historic forest character study that would document, analyze, and evaluate those characteristics that make the forest a contributing feature of the Presidio NHL. Treatment recommendations would be developed based on this analysis and on *The Secretary of the Interior's Standards for Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes*. This study would also evaluate how the long-term management problems inherent in even-aged monocultures like the Presidio forest can be addressed. Strategies for preserving and regenerating the historic forest would be evaluated using a series of pilot projects designed to test management actions for prolonging the lifespan, mitigating hazards, and reforesting sections of the historic forest. Both the forest study and the pilot projects would be used to develop long-term future site-specific plans for rehabilitating the forest.

Other important characteristics of the historic forest, such as framed views, windbreaks, and visual screens, would be restored or maintained. Historic vistas would be restored, protected, and maintained. The forest would also be managed to preserve its windbreak function. The forest was planted in part to protect developed areas at the army base from wind. Reforestation techniques would minimize windthrow in the other forest areas and preserve this valuable function. Hazardous trees that could pose a danger to people, buildings, or vehicles would be pruned or removed. Forest areas that screen highways or other incompatible land uses would be restored as necessary. Sensitive habitat areas would be protected during forest rehabilitation.

PRINCIPLE 3: WATER AND GEOLOGIC RESOURCE PROTECTION AND MANAGEMENT

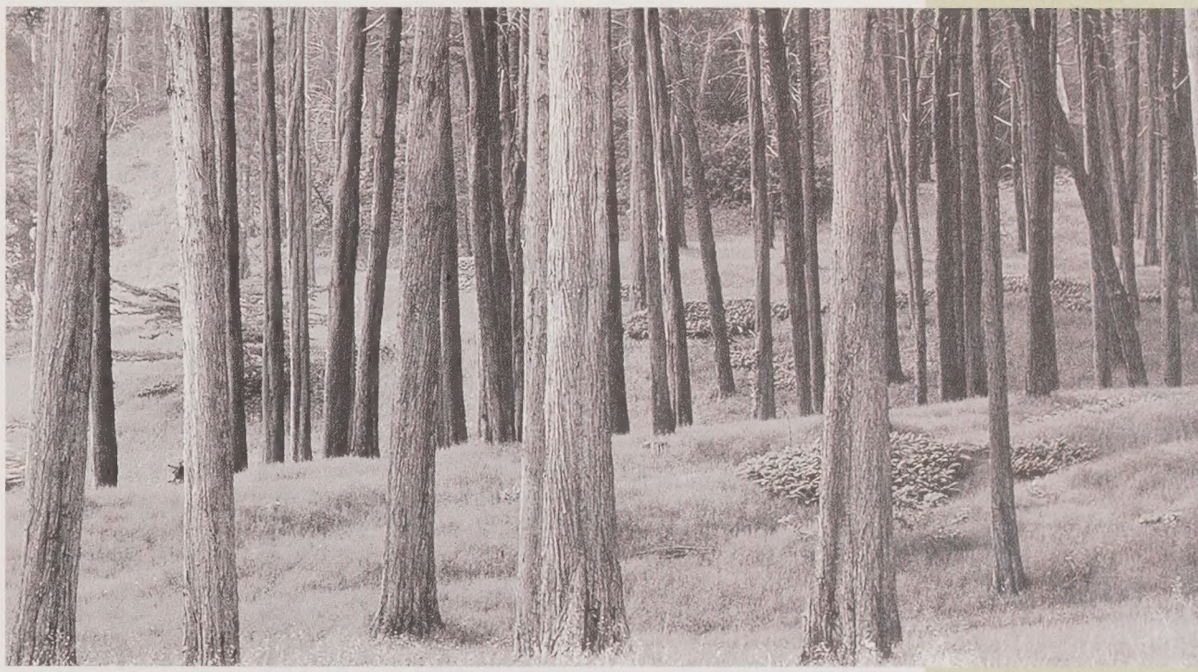
Rehabilitate and enhance streams, seeps, springs, riparian corridors, and Mountain Lake. Manage on-site water resources to protect ground and surface water, natural wetland and riparian habitat, and water supplies for the Presidio community. Protect the geologic and soil components of the ecosystems.

The Golden Gate that links the Pacific Ocean to the San Francisco Bay, coupled with the area's intricate freshwater systems, attracted human habitation to the Presidio over 200 years ago. Today, these same freshwater systems still exist at the Presidio. Lobos Creek, which once provided the water supply for San Francisco, still serves as a Presidio water source. El Polin Spring remains, in part, as a sheltered and quiet refuge. Mountain Lake is a popular site for daily contemplation, birdwatching, jogging, and playing. The water resources of the Presidio are a part of its history and its future.

Since the GMPA was completed, restoration projects have been undertaken at Mountain Lake and Crissy Marsh. A planning and environmental review process has been completed for enhancement of Mountain Lake. At Crissy Field, an 18-acre tidal marsh has been established, re-creating some of the historic wetlands that existed before 1915.

Under the PTIP, the natural and beneficial values of wetlands would be preserved and enhanced as feasible. Such values include fish and wildlife habitat, water quality improvement, flood protection, recreation and aesthetics. Sustainable water use, water ecosystem educational opportunities, and aquatic resource restoration and preservation would all be demonstrated at the Presidio.

Creeks and Drainages - Consistent with the GMPA, the upland drainages in Tennessee Hollow would be restored. These drainages consist of three tributaries and associated riparian corridors, including El Polin Spring. A plan to connect a system of freshwater streams, freshwater marsh, and brackish water marsh to the bay and ocean through the restoration of



The Presidio's historic forest

Tennessee Hollow and its functioning connection to the Crissy Marsh would be prepared. The creek restoration project would partially eliminate the need to replace and maintain expensive storm drains and would expand riparian, freshwater, wetland, and tidal wetland habitats that are disappearing statewide.

Two other creeks exist at the Presidio: Lobos Creek, a vibrant riparian system that also serves as the primary water source of the Presidio, and Dragonfly Creek, located south of Fort Scott. In collaboration with the NPS, Lobos Creek would continue to be managed to preserve and restore the natural creek system

The Park: Natural Resources

and supply water to the Trust's water treatment plant. The riparian scrub and oak riparian forest that once flourished along the banks of Dragonfly Creek would be studied for restoration.

Geologic Resource Protection - The Presidio contains some fragile geologic and soil resources, including the Colma formation dunes, and the serpentine outcrops and bluffs at Inspiration Point and south of Crissy Field. The Presidio Trust would protect and monitor unique geologic and subsurface hydrologic resources and functions, including confined and semi-confined aquifers, to the greatest extent feasible. Natural soils and soil processes would be managed to minimize soil loss and disturbance. Wherever feasible, soils affected by construction would be salvaged for reuse in other Presidio site restoration activities.

Mountain Lake

Water Quality Protection - The Presidio Trust would strive to maintain high water quality standards at the Presidio. Stormwater from paved surfaces would be captured and treated to avoid incremental impacts to water quality at the Presidio, Crissy Marsh, and the bay and ocean environments.

A stormwater plan that will help ensure appropriate water quality is in preparation. The stormwater plan will address storm drainage, with special attention to ensuring that water regularly flow to creeks, the marsh, the bay and ocean within appropriate water quality standards. Water and soil contamination and erosion would be prevented and mitigated to preserve water quality. In addition, planning for a water reclamation plant on the Presidio is underway. These plans are addressed more fully under "Infrastructure and Facilities Maintenance" planning principles.

Mountain Lake - Mountain Lake, on the southwest side of the park, is the only natural lake in the Presidio. The *Mountain Lake Enhancement Plan* was recently prepared to improve water quality in the lake, restore surrounding native habitat, and improve visitor access. The lake's natural qualities and habitats would be protected and enhanced. The proposed plan includes dredging and mechanical aeration to improve water quality, exotic species removal, native plant community restoration, trail improvements, interpretive overlooks, and restoration of the lake's former east arm. This work would be implemented by the Presidio Trust in collaboration with the NPS and Golden Gate National Park Association (GGNPA).

Wetlands - A map that identifies wetlands that could be protected and enhanced has been completed. Natural wetlands provide habitat values for local and migratory wildlife and would be used for educational, recreational, and scientific opportunities, and similar purposes that do not disrupt natural wetland functions. Future planning efforts would pursue no loss of existing wetland features and would incorporate watershed management principles, which include treating watersheds as complete hydrologic systems and protecting stream processes that create habitat.

The recently restored Crissy Field marsh tidal prism and habitat would be studied, and the feasibility and efficacy of the marsh's expansion would be evaluated. Factors to be considered would include costs, funding availability, land use options, building reuse feasibility and historic building preservation, potential archeological resource sensitivity, hazardous substance clean-up, utility corridors, and the future Doyle Drive configuration.

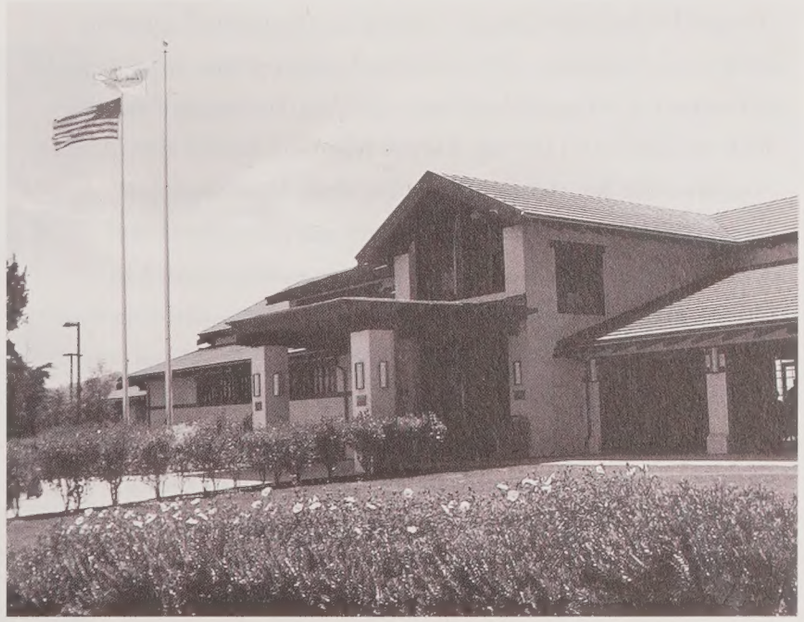
Cultural Resources

The Presidio of San Francisco, a National Historic Landmark (NHL) district, contains one of the country's finest collections of buildings, places, structures, and archeological resources relating to the military history of three nations. Future management of Area B of the Presidio would be guided by a respect for this rich and varied landscape, a landscape that has been and is continually shaped by the forces of nature and by its human inhabitants. The landscape and the historic features that define the Presidio's unique character would be preserved and rehabilitated for new uses. Modifications would be made over time, but in a manner that is compatible with this significant historic setting.

PRINCIPLE 4: CULTURAL LANDSCAPE PRESERVATION

Protect the Presidio's cultural landscape. Protect the historic character and integrity of the National Historic Landmark (NHL) district while allowing changes that will maintain the site's vitality. Ensure that the design and location of new construction fully protect the character and integrity of the NHL district.

A 1992 cultural landscape analysis that inventoried the historic features of the Presidio's landscape is being supplemented by additional research, inventories, analyses, and assessments. Currently, a historic plant inventory, cultural landscape assessment, and treatment guidelines are being prepared for landscapes adjacent to historic buildings that are being rehabilitated. This information would be compiled into site-specific cultural landscape reports. Application of *The Secretary of the Interior's Standards for the Treatment of Historic Landscapes* ensures that the changes necessary to accommodate new uses and upgrade facilities are compatible with the historic setting and protect its integrity. Site-specific assessments would continue to be used to identify small-scale features such as paving materials, flagpoles, and signs that contribute to the site's character and have historic significance. Design guidelines for each planning area (see Chapter 4) address the appropriate treatment of those features to preserve the integrity of the NHL district. The *Vegetation Management Plan* provides guidance for the management and rehabilitation of other landscaped areas, including the historic forest.



Golf course clubhouse

Future planning efforts would identify how the NHL district's character-defining features would be preserved and protected. Such future planning may consider building demolition and new construction but, in accordance with the National Historic Preservation Act (NHPA) and site-specific planning and design guidelines, the design of replacement construction would ensure that the association, feeling, and setting of the significant elements and the integrity of the NHL district are protected.

"Removal and/or replacement of some structures within the Presidio must be considered as a management option in the administration of the Presidio..." (Presidio Trust Act)

Every reasonable effort would be given to the adaptive reuse of historic properties before new construction is considered. New features and landscape elements would be designed and sited to be in keeping with the historic setting of the NHL. Through the application of design guidelines, new construction would be compatible with the historic setting in elements of massing, scale, and materials. New building heights would be compatible with existing adjacent buildings and key landscape features, such as bluffs and forests. Future planning would also identify opportunities for change, including demolition and new construction, and would set forth design parameters and a review process. New infill construction would be sited to minimize impacts on existing natural resources and functioning systems. New construction affecting cultural resources would be subject to additional environmental review. The PTIP's goal is to reduce total building area in Area B to 5.6 million square feet, nearly 400,000 fewer square feet than exist today.

PRINCIPLE 5: BUILDING MANAGEMENT

Evaluate, for possible demolition or replacement, structures that may not be cost-effectively rehabilitated or reused. Limit new construction to replacement of existing structures of similar size in existing areas of development.

The Presidio contains approximately 470 historic buildings that collectively contribute to the integrity of the NHL district (see Appendix C for a list of buildings). In addition, associated archeological resources and cultural landscapes contribute to the NHL. The Presidio Trust is charged with managing the NHL under its jurisdiction in conformance with the Presidio Trust Act (see Appendix A) and the NHPA. The Trust is committed to the preservation of the integrity of the Presidio NHL. The Plan would result in no increase in building square footage over that which currently exists, and would seek to reduce the existing 5.96 million square feet of building space in Area B to 5.6 million square feet.

The Trust would emphasize reuse of existing historic structures. Through future planning, the Trust may identify compelling reasons for removing some buildings that contribute to the significance of the NHL district. In the future, as provided in the Presidio Trust Act, the Trust would evaluate for possible demolition or replacement those buildings identified as Categories 2 through 5 in the *Presidio of San Francisco Historic Landmark District Historic American Buildings Survey Report*, dated 1985. Through the future planning process, and using criteria that include historic/architectural significance, building integrity, cost-effectiveness of rehabilitation, efficiency of reuse, and marketability, the Presidio Trust would evaluate historic buildings for retention or demolition.

In cases where adequate historical documentation exists, historic buildings may be partially restored and preserved to permit better understanding of their significance. This may involve the

removal of additions to historic buildings and restoration of documented features. The Presidio Trust would fully comply with Section 106 of the NHPA, as well as the National Environmental Policy Act (NEPA) and other applicable requirements. The Trust would ensure a full public review and participation program in any proposed projects with the potential for adversely effects on historic resources.

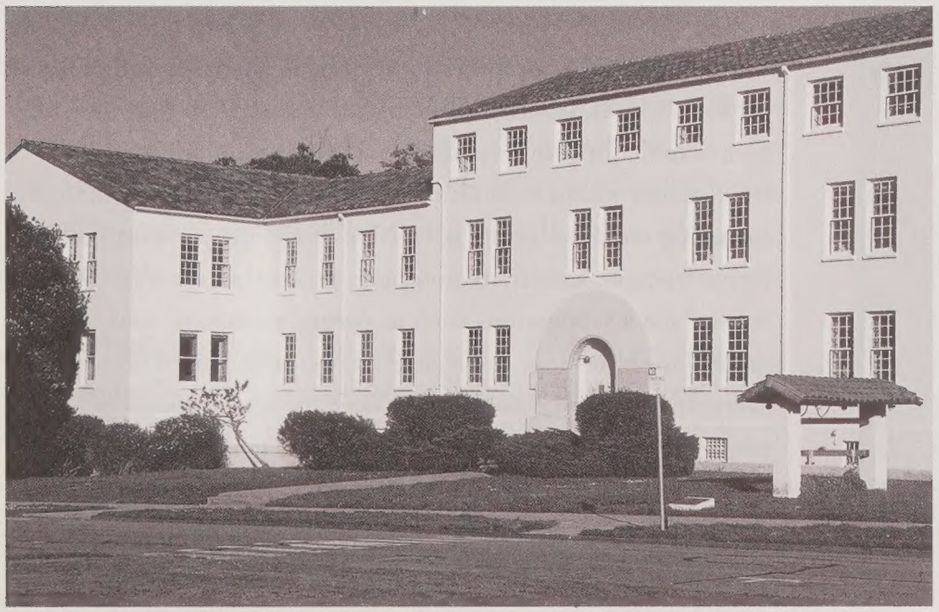
For buildings slated for removal, the Trust would consider whole building relocation as an option. The Trust would use deconstruction processes that minimize waste production, reclaim building components for other uses, salvage construction materials, and maximize job-site recycling. When buildings are removed within Area B, replacement buildings may be constructed in the same footprint as the removed building, but also may be relocated to other developed areas of Area B. New construction would be limited to existing areas of development that have been previously disturbed or built up. In response to financial and market conditions, the Trust may also remove buildings and hold the square footage in reserve for some period and later complete actual building additions or new construction. Likewise, the Trust may demolish several smaller buildings in order to aggregate square footage to build or expand larger buildings.

PRINCIPLE 6: HISTORIC BUILDING REHABILITATION

Encourage adaptive and feasible uses for historic buildings. Ensure that there is a process in a governing programmatic agreement for assessing the rehabilitation and maintenance of these building within their settings.

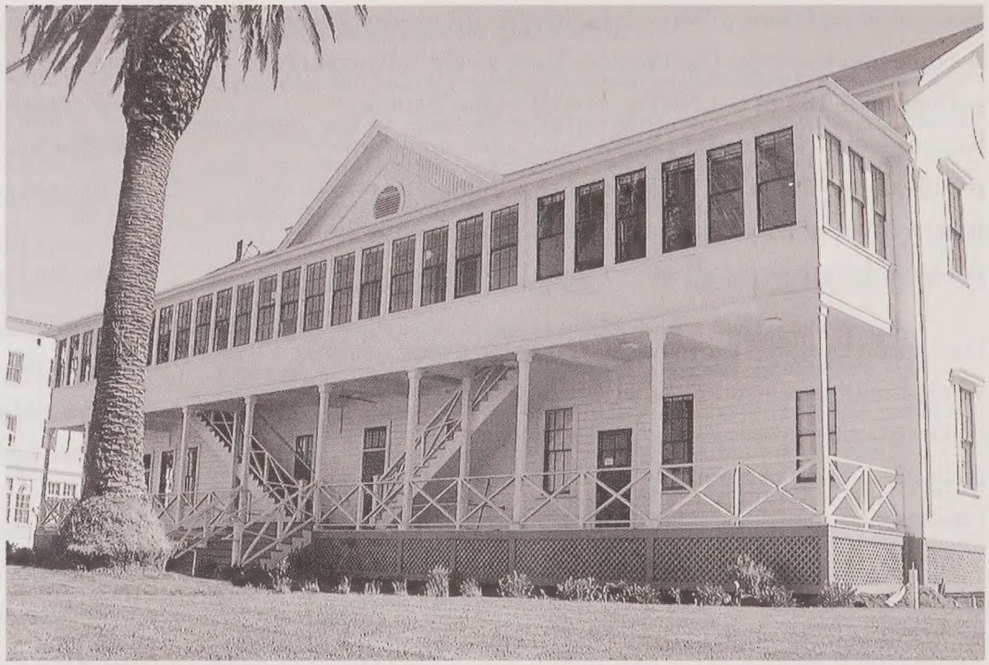
To the maximum extent feasible, buildings that contribute to the significance of the NHL district would be preserved, rehabilitated, and used in accordance with *The Secretary of Interior's Standards for the Treatment of Historic Properties* and the *Guidelines for Rehabilitating Buildings at the Presidio of San Francisco*. The Trust would make every reasonable effort to incorporate compatible adaptive uses that require minimal alteration of the character-defining materials, features, spaces, and spatial relationships of historic buildings and their settings.

A programmatic agreement for cultural landscapes, preservation, building management, historic building rehabilitation, and archeology would be undertaken consistent with the NHPA and the Presidio Trust Act. (See Appendix A). Additional agency agreement documents and amendments to existing documents that define a process for review and consultation would be prepared as needed for future planning. (See the draft programmatic agreement in Appendix E.)



Building 38, Main Post

"The Trust shall bring all properties under its administrative jurisdiction into compliance with federal building codes and regulations appropriate to use and occupancy within 10 years after the enactment of this title to the extent practicable." (Presidio Trust Act)



Building 36, after rehabilitation

The Presidio Trust is developing a cyclical maintenance program to prevent damage to the historic fabric and ensure that buildings are well maintained. The Presidio Trust and tenants would rehabilitate buildings using model national building codes for historic and non-historic buildings. Building rehabilitation would comply with all applicable environmental, legal, and occupational health and safety requirements. Historic rehabilitation would be in accordance with the Secretary of the Interior's standards and guidelines. Hazardous materials, such as asbestos and lead paint, would be abated as part of the rehabilitation. Deficiencies in access for people with disabilities would be corrected, while minimizing effects on the historic fabric, materials, and character.

PRINCIPLE 7: ARCHEOLOGICAL RESOURCES AND INVESTIGATION

Protect archeological resources for future research and interpretation.

The potential for discovering archeological resources at the Presidio is high. Some prehistoric resources have been discovered and documented. Historic archeological resources are known to exist and may be distributed elsewhere in Area B. These archeological resources have the potential to reveal information about past conditions, uses, and lives of the Presidio's inhabitants, and provide links among indigenous people, early settlers and their families, and contemporary groups.

The Presidio Trust proposes to document, manage, and preserve prehistoric and historic archeological resources so that they may be available for future research and interpretation. Area B of the Presidio would be inventoried through a variety of methods, including remote sensing, predictive modeling, geomorphologic reconstruction, sensitivity mapping, pedestrian surveys, and subsurface investigations such as coring, trenching, and archeological testing. Archeological resources would be evaluated for their significance, integrity, and research or preservation potential. The Presidio Trust and National Park Service have jointly created a database to manage information pertaining to the Presidio's archeological resources.

Recordation of Archeological Sites - Any newly discovered prehistoric sites related to use by the Ohlone or other indigenous Native American populations would be recorded and may be evaluated for eligibility to the National Register of Historic Places. Any ground-disturbing activities that may affect predicted or known prehistoric or historic archeological sites would be evaluated for their potential effects, and may be subject to a range of actions including, but not limited to, avoidance, remote sensing, monitoring, coring or trenching, testing, and/or data recovery. The Trust would require archeological review before issuance of any permits for ground disturbance. All artifacts found would be cataloged and properly stored or displayed according to standards set forth by the Secretary of the Interior's Standards and the Code of Federal Regulations, Part 79, Curation of Federally Owned and Administered Archeological Collections.

Additional research and archeological testing would be conducted to define the building episodes, boundaries, configurations, features, and conditions of the historic Spanish and Mexican quadrangles of El Presidio de San Francisco. An archeological management plan is being prepared for Area B of the Presidio, including management of the El Presidio site. As part of the ongoing El Presidio research, the remnant adobe wall (dating to circa 1812-1815) within today's Officers' Club would be studied and an Historic Structures Report would be prepared.

Agency Collaboration - The Trust and the NPS are working collaboratively with academic institutions in northern California to provide opportunities for conducting documentary research, field schools, and specialized artifact analyses. The Trust and the NPS also offer opportunities for volunteers from local schools and the general public to participate in supervised educational activities through a variety of archeological programs. It is expected that these types of programs would expand significantly in the future. Long-term relationships would be established with a number of academic or preservation organizations to develop programs for identification and preservation of cultural resources.

Archeological research along Funston Avenue

PRINCIPLE 8: COLLECTION PRESERVATION

Preserve and exhibit significant Presidio collections, and existing significant objects in the landscape, for future research and interpretation.

The existing Golden Gate National Recreation Area (GGNRA) Park Archives and Records Center, located in Building 667, manages, preserves, and provides public access to the park's collections, including the Army's former collections and a library. This function would continue, though the location and scale of the facility may change over time. Presidio libraries managed by both the NPS and the Presidio Trust contain documents on current activities as well as publications on the military history of the Presidio and the San Francisco region. The feasibility of an enhanced, park-wide collection management and exhibit facility to house, manage, preserve,

1870 Main Post parade grounds

and provide public access to the collection, would be further studied in cooperation with the NPS. The Trust and NPS would also develop an agreement for shared management of collections.

The Presidio Trust, in cooperation with the NPS, is creating a Scope of Collections document that would guide acquisition of museum objects, state the significance of the collection, and set management objectives, as appropriate. Current collections and future acquisitions at the Presidio would be stored as part of the museum collection of the GGNRA. All objects and specimens collected, new documentation (such as oral histories) gathered, and archeological objects discovered would also become part of this collection.

The Presidio Trust, in cooperation with the NPS, would acquire, catalog and display all objects, specimens, and documents according to the Code of Federal Regulations, Part 79, Curation of Federally Owned and Administered Archeological Collections.

Collections acquired by the Presidio Trust, including objects, archival material, and documents such as oral histories, would be identified, conserved if appropriate, and cataloged according to the standards set forth in *The Secretary of the Interior's Standards for Curation*. Significant material discovered during construction and excavation work would be noted in electronic and paper form. The Trust would prepare an annual checklist of current collections and make it available for review. A process to monitor and evaluate collection storage and exhibit facilities would be established.

Recreational Resources

Intermingled with the Presidio's valuable natural systems and rich collection of historic features are impressive open spaces, exceptional scenery and many recreational sites. Under this Plan, open spaces and scenic vistas would be restored and expanded to provide for increased visitor use and enjoyment in balance with resource protection. The Presidio will be a place for many types of recreation, from quiet, contemplative walks to challenging active sports. (See Figure 2.2.)

PRINCIPLE 9: OPEN SPACE EXPANSION

Increase open space areas to enhance the park and improve the Presidio's natural, scenic and recreational qualities. Enhance the Presidio's spectacular views and vistas.

Open Space Definitions - For purposes of the PTIP, "open space" is defined as any area within the Presidio that is outside the built-up or developed environment and is largely unoccupied by buildings, roads, sidewalks, parking areas, similar hardscape areas, and landscaping. Open space encompasses, for example, forest, some landscaped areas, dunes, wetlands and riparian areas, native plant communities, trails, and the golf course. It also includes small, informal open areas within more developed parts of the Presidio that are available for recreational experiences and public use. The VMP zoning categories – native plant communities, historic forest, and landscaped areas – provides a tool for describing open space and for examining the compatibility of recreation and open space activities and resource management objectives.

OPEN SPACE SUMMARY

	Area A	Area B	Presidio-Wide
Existing Total Acreage	323	1168	1491
Existing Open Space Acreage	296	696	992
Proposed Open Space Acreage	296	793	1,089
Net Gain	0	97	97

Open Space Changes - Since 1994, the Presidio's open space has increased by approximately 65 acres, primarily through the restoration of Crissy Field in Area A and the demolition of 58 units at Wherry Housing (Baker Beach Apartments). The restoration of Crissy Field has resulted in a dramatic increase in public and wildlife activity and access along the Presidio's bay shore; the Lobos Dunes restoration project restored a previously disturbed area and provides for public use and enjoyment.

Recently-restored Crissy Field

With implementation of the PTIP, open space would increase from 696 acres to 793 acres in Area B, resulting in a total of 1,089 acres of open space Presidio-wide. Open space would then represent 73 percent of the Presidio's 1,491 acres. This increase would provide additional opportunities to restore and improve native plant and forest habitats; allow for larger, contiguous bands of natural systems; and provide additional recreation opportunities.

The most significant change in open space is proposed for the southern part of the park (South Hills planning district) with the demolition of 493 units of non-historic housing in the Wherry Housing (Baker Beach Apartments) and West

The Park: Recreational Resources

Figure 2.2: Existing Scenic Views and Active Recreation Resources

Note: Plan for trails at Presidio part of separate planning process

Washington Avenue areas. This is consistent with the GMPA planning goal:

"...to concentrate developed areas in the north (including program, residential, community, and commercial facilities) and to remove residential areas in the south and expand open space there. This overall change in land use patterns will provide a more parklike setting in many parts of the Presidio." (GMPA, page 35)

In addition, some non-historic housing would also be removed in the East Housing area to allow for the restoration of Tennessee Hollow. The restoration would improve the functioning of this ecosystem and provide visitors an opportunity to enjoy and experience a unique riparian habitat. Future planning efforts would further define compatible recreation activities and uses in the Presidio, such as improvements to Rob Hill Campground and rehabilitation, removal, and relocation of other recreation facilities.

Scenic Views - With its distinct forested lands, the Presidio is highly visible from the surrounding region and adjacent neighborhoods. Scenic vistas from the Presidio include views to nearby landmarks such as the Golden Gate Bridge, Marin Headlands, Angel Island, Alcatraz, the Palace of Fine Arts, and the San Francisco skyline. Many of these important vistas have been obscured by vegetation and development. The VMP identifies strategies to maintain and enhance historic views.

Under the PTIP, efforts would continue to enhance these spectacular views, to restore historic visual connections, and to provide screening from elements that disrupt historic associations. Future projects, such as building, pavement, and vegetation removal, natural system restoration, and new trail connections and viewpoints would increase opportunities for scenic viewing and improve the quality of scenic vistas. Design and siting of new construction would preserve scenic views from the Presidio as well as those features that make it an important visual resource.

Air Quality - In general, the Presidio Trust would strive, in partnership with the NPS, to maintain the Presidio's ecological value, and the intrinsic experience of the human senses and the human health related to air quality, light, sound, and odors. Thresholds for ensuring quality visitor experience and natural resource protection would be established.

The City of San Francisco from Simonds Loop

Fresh air in an urban environment greatly adds to the quality of life. In the Presidio, visitors enjoy ocean breezes and the fresh coastal air. Air resource management requirements would be integrated into operations and planning, and all air pollution

sources within the Presidio would comply with federal, state, and local air quality regulations and permitting requirements.

Sound and Light - Natural soundscapes, lightscapes, and aromas are those that exist in the absence of human-caused sound, light, and odors. The level of human-caused sound, light, and odors considered acceptable would vary throughout the Presidio. Acceptable levels generally would be greater in developed areas and lesser in undeveloped areas.

The sound of running water experienced during a stroll up Tennessee Hollow, the ocean waves pounding at Baker Beach, and the birds singing from the trees are elements that contribute to the Presidio's natural soundscapes. The ability to gaze at stars, planets, and earth's moon is greater at the Presidio than in most places in San Francisco. Elements that are visible during clear nights influence animals such as birds that navigate by the stars and bats that hunt at night. Light and dark periods play an important role in natural resource processes. Odors used in the transmission of information by animals, plants, and geologic materials are transmitted through air and water. Flower odors, for example, attract insects, birds, and other animals, which help to pollinate flowers and enable birds or insects to feed.

Bay Area Ridge Trail

To prevent the loss of dark conditions and of natural night skies and to protect nighttime wildlife activity, the Presidio Trust would seek the cooperation of residents and tenants to prevent or minimize the intrusion of artificial light into the night scene of the ecosystems. Viewing the natural night sky is a rare experience within an urban area, and this opportunity would be respected in future planning. Lighting would be planned in conjunction with standards for different management and activity zones.

PRINCIPLE 10: RECREATION AND RENEWAL

Provide for safe and enjoyable recreational use of the Presidio. Improve larger open spaces for outdoor activities and play. Provide some recreation facilities that will be open to the public. Enhance existing recreation facilities, add play opportunities, and complement outdoor areas. Ensure a seamless network of trails and bikeways through the Presidio.

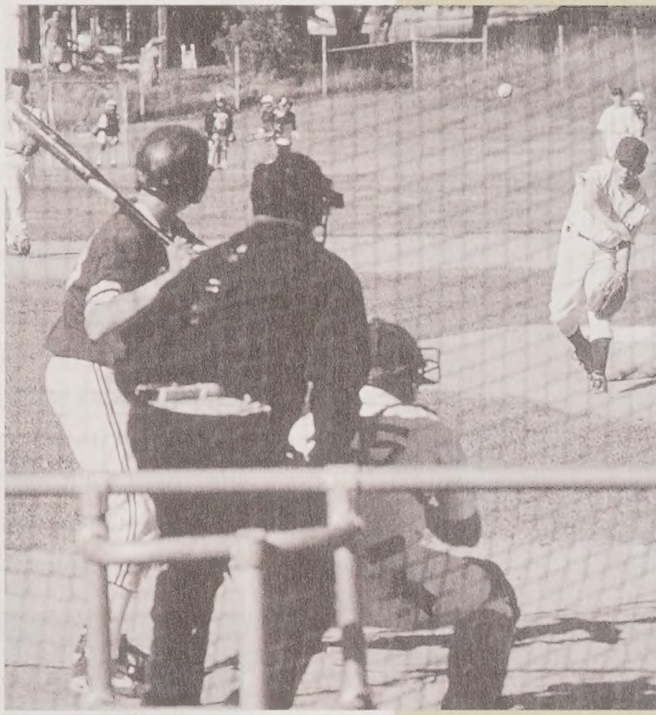
One of the Presidio's most significant assets is its potential to meet the recreational needs of a wide range of visitors. Already a popular destination for local and regional residents, this multifaceted landscape and its many recreational facilities provide opportunities for experiences from the most peaceful and private to the most interactive. The Trust is committed to providing high quality opportunities for visitors to enjoy the Presidio and to maintaining an atmosphere that is open, inviting, and accessible to visitors. The Presidio's open space and recreational amenities would be managed to provide settings for both intimate and large-group gatherings. In developing these recreational opportunities, the Trust would consider what activities are best suited and most appropriate to the superlative natural and cultural resources found at the Presidio and that can be sustained without damaging these resources.

The Trust would evaluate additional recreational uses, facilities, and levels of use necessary to maintain a balance of recreational experiences and protection of park resources. Options for additional built facilities, indoors and outdoors, would be considered. The Trust would also set forth considerations for special use requests in conjunction with special events or festivals, and identify ways to monitor for and address unacceptable impacts on park resources and the visitor experience. Visitor "carrying capacities" (the type and level of visitor use that can be accommodated while sustaining the desired resource and visitor experience conditions) would be considered. The Trust would monitor new or changing patterns of use or trends in recreational activities, and assess and manage their potential effects on park resources.

Recreational Facilities - Many of the Presidio's existing active recreation facilities, including the swimming pool, bowling center, golf course, tennis courts, playgrounds, tot-lots, ballfields, and gymnasiums, provide opportunities for personal fitness and spontaneous play, and have been improved and opened for public use. The Trust is committed to retaining and enhancing these amenities. Many landscaped open space areas would be maintained for passive recreation opportunities. Picnic areas, smaller fields, and the existing small group camping area are proposed to be improved. Should any of these facilities need to be relocated in conjunction with other planned projects, such as the restoration of Tennessee Hollow or the reconfiguration of Doyle Drive, their relocation or replacement would be considered in future planning efforts.

Trails - Existing trails would be improved and trail corridors enhanced for visitor use and enjoyment. A Presidio Trails and Bikeways Master Plan is currently being prepared by the NPS and the Presidio Trust. Goals of this plan include providing a coherent network of trails and bikeways, enhancing connections among key features of the Presidio, improving visitor safety, providing more accessible opportunities on trails, and encouraging the use of alternative transportation within the Presidio. Upon the plan's completion, the Presidio Trust would begin trail repair, stabilization, and enhancement, and initiate a Trails Stewardship Program to promote public support and interest in trail maintenance and enhancement activities.

Passive Recreation and Education - Already the undulating dunes, the trickling waters of Lobos Creek, and the majestic woodlands in the South Hills offer opportunities for contemplation, natural history exploration, bird and wildflower observation, and peaceful recreational experiences. Grasslands at Inspiration Point offer dramatic wildflower displays, places of solitude, and sweeping views of the bay, while melodic birdsongs projected from the willow thickets at Mountain Lake provide some of the most valued visitor experiences within the region's urban environment. These and other open space experiences create opportunities for visitors to explore the once-vast natural systems of the San Francisco region, as well as to participate in the restoration of those systems through community stewardship. Passive recreational and educational experiences would be increased and diversified through the creation of new open space areas and through the continued restoration of both remnant natural areas and decadent forest stands.



Enjoying a Presidio ball field

The People: Visitor Experience

THE PEOPLE

Under the PTIP, a variety of programs and activities would enrich the visitor experience. In addition, an expanded community of residents and tenants would foster the concept of contributing to the site and its programs as a priority. A comprehensive transportation strategy would be implemented to manage increased demands on transportation systems within the Presidio and in the surrounding region, and to expand transportation options and reduce impacts on traffic. To achieve these goals, the principles in this section address the community and human aspect of the park, including the visitor experience, community, and transportation issues.

Visitor Experience

Under the PTIP, the Presidio would be a setting with an exciting array of visitor activities and programs. These programs may inspire visitors to learn about the Presidio's military history, the diversity of peoples who have lived and worked here, and the site's significant resources. A dynamic set of Presidio programs would bring people and the park together in an open and inviting atmosphere befitting to this national park.

Residents helping to restore Tennessee Hollow habitat

PRINCIPLE 11: VISITOR EXPERIENCE

In collaboration with the NPS and park tenants, foster public commitment to preserving the Presidio's natural, historic, scenic, cultural, and recreational resources by providing educational opportunities for visitors. Base programs and activities upon an understanding of the Presidio's facilities, setting, and park purpose. Through interpretation and outreach, reveal the meanings and relationships of the Presidio's rich resources and history, both pre-historic and military. Exhibit and programmatically make evident the role of today's tenants in the life of the Presidio.

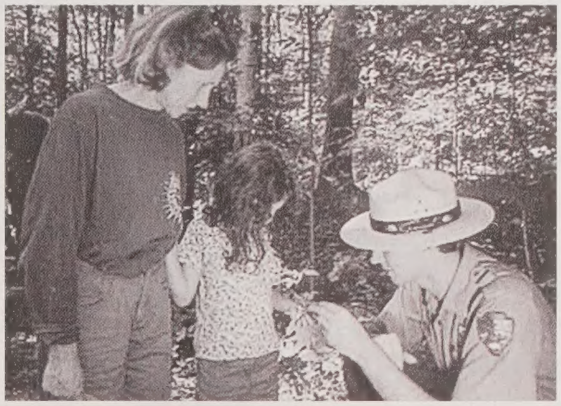
Interpretation and education programs – an essential ingredient in visitor enjoyment – would also be employed as a means of protecting valuable park resources. Under the Presidio Trust Act, the NPS is responsible for carrying out interpretation and education activities at the Presidio in cooperation with the Trust. The Trust assists the NPS in developing and implementing collaborative interpretive and stewardship programs derived from an understanding of the Presidio's significant resources. The Trust would also facilitate educational opportunities for visitors and support interpretive programs, events, and outreach to heighten visitor appreciation and respect for the principles of resource stewardship and cultural understanding. Park rangers, volunteers, and staff of park partners and tenants would organize and lead visitor activities related to the Presidio themes. Visitors would participate in traditional activities such as guided walks, indoor talks, and outdoor campfire programs organized by the NPS. The Presidio's cultural, natural, and recreational resources – along with facilities renovated for such purposes by the Trust or by tenants – would provide the setting for a range of interpretive and educational programs. Please refer to Chapter 3, Programs, for details.

Visitor Orientation - The Presidio Trust, in cooperation with the NPS, would provide easily accessible orientation and information that would permit visitors to choose from a range of available experiences. To provide visitors with a sense of entry and arrival at the Presidio as a place distinct from its immediate surroundings, entrance signs have been installed at all gates. In addition, a series of information/orientation kiosks would be installed at key points in Area B. Outdoor interpretive panels developed jointly by the NPS and the Trust are being installed near key features throughout the park. The NPS has also developed a wayside signage program to interpret the Presidio's resources "on the ground." The program has been partially implemented and will be a priority for both agencies for completion in the next few years.

The William Penn Mott, Jr. NPS Visitor Center, operated by the NPS and located in Building 102 at the Main Post, provides visitors with orientation services, including opportunities to talk with park rangers and to view exhibits, films, audiovisuals, and other media that describe the site's resources and available activities. The visitor center also serves as the staging area for most Presidio tours.

Interpretation - The Trust and the NPS are jointly developing the Presidio Interpretive Plan. The plan will lay out interpretive themes and stories and describe the range of personal and media-based services to be employed at the Presidio. Five themes derived from the Presidio's significant resources will be the focus of interpretation. (See Chapter 3, Programs, for details on interpretive themes and planned programs.) Upon completion of the Presidio Interpretive Plan and the PTIP, future site planning would further refine and identify visitor activity and interpretation facility improvements.

Public Access - Access to the Presidio and its facilities would be enhanced for people of all ages, backgrounds, and abilities. To the maximum extent possible, the Trust would develop solutions to barriers confronting Presidio visitors and employees who have mobility or other impairments. The Trust would likewise ensure that educational, interpretive, and recreation programs are as fully accessible as possible. Access improvements would conform to the requirements of the Uniform Federal Accessibility Standards. As historic buildings have been renovated, barrier-free access has been provided. Access improvements for mobility-impaired visitors, especially parking lot improvements and curb cuts, have been incorporated into site plans for transportation services. The Presidio Trails and Bikeways Master Plan, now under development, will identify trails to be improved to provide more universal access to visitors. Presidio internal shuttle vehicles would be accessible. The Trust would work collaboratively with the NPS to ensure that publications and



Learning from a NPS ranger-led tour

programs would be designed to be accessible to individuals with special needs, including foreign visitors and visitors with sight, hearing, cognitive, or mobility impairments.

Role of Park Tenants - In its leasing program, the Trust would look toward maintaining public access to portions of important historic buildings, such as lobbies, porches, and verandas, complemented by interpretive displays about each resource or its historic associations with stories of the Presidio. In collaboration with the Trust and the NPS, tenants may provide meaningful interpretive and educational opportunities for visitors. Presidio tenants would also participate in the life of the Presidio by providing programs and activities for visitors, such as developing specialized museums and natural history programs, hosting festivals and special events, and providing ongoing educational opportunities.

Events and Cultural Programs - The Presidio's buildings and landscapes would provide the setting for celebration and creative expression. The Trust would support activities such as military pageantry, festivals, educational programs, and other special events to lend a feeling of liveliness and to encourage people to visit the Presidio regularly to join in the activities. Art and cultural works would be created and displayed as a way to interpret Presidio themes and celebrate shared experiences and values. Tenants would be encouraged to tell their own organization's stories through interpretive media and programs and make these available to park visitors to perpetuate and create new Presidio traditions.

PRINCIPLE 12: LODGING

Provide a variety of lodging opportunities for park visitors and participants in park programs.

Overnight accommodations would meet the needs of diverse visitors, from international and national visitors attracted to the Presidio as a destination, to those wishing to have a more focused stay in conjunction with conference or educational programs. Lodging facilities would also support tenant needs for overnight accommodations.

Some lodging would be made available through the rehabilitation and reuse of existing buildings as inns, such as the bachelor officers' quarters on the Main Post or at Fort Scott. These accommodations, along with interpretive opportunities, would help give visitors a first-hand experience of elements of military life. Dorm-type accommodations would provide affordable options for school and educational groups as well as for volunteer-in-park and stewardship programs. Other accommodations could be provided through new construction of compatible lodging facilities close to major visitor destinations and convenient to public transportation, such as at Crissy Field (Area B). Such accommodations would offer an environment where visitors need not use private vehicles during their stay. The primary locations for lodging would be the Main Post and Crissy Field (Area B), close to visitor programming and cultural/educational activity areas. Some accommodations at Fort Scott may be developed to support conferencing and educational programs sited there.

Community

In addition to park visitors, the Presidio's evolving community consists of residents and tenants, including non-profit organizations, private enterprises, and public agencies. Residents, tenants, and visitors would all take pride in the Presidio and share responsibility for its care.

PRINCIPLE 13: FOSTERING COMMUNITY

Foster a community of residents, tenants, and organizations who contribute to the park in one or more ways, including park programs, public outreach and access, and financial contribution.

Under the PTIP, the Presidio would be a vibrant community open to all, including educators, artists, environmental and technological leaders, scientists, government agencies, private businesses, institutions, and organizations. Tenants would occupy and maintain the Presidio's facilities and help fulfill park programs and preserve park resources. Existing public, non-profit, and private organizations would work side by side, taking pride in the Presidio and sharing responsibility for its care. Park residents and users would be encouraged to adopt a sense of ownership through participation in activities.

The Presidio community is far broader than merely tenants. Key stakeholders, including local, regional, and national organizations, neighbors, and interest groups, contribute to the park and its success. To deliver a set of high-quality programs, the Presidio Trust would devise a means for coordinating the creative and financial contributions of a variety of organizations. The Trust would seek out key program partners to secure cultural and financial resources beyond those available through regular tenant organizations. This partnering program would involve not only those cultural organizations that seek long-term presence at the Presidio, but also organizations interested in sponsoring, supporting, or undertaking special activities in support of the Presidio programs effort. Key stakeholders could thus mobilize around and contribute to a particular project. Examples might include a trails stewardship group or a Tennessee Hollow restoration partnership.

Historic Storey Avenue houses

The People: Community

PRINCIPLE 14: PRESIDIO CULTURE

Provide opportunities for the Presidio community to exchange ideas on critical challenges including environmental, societal, and cultural issues.

Discovering Our Roots: National Japanese-American Historical Society event

The Presidio's community of residents and tenants would work together to establish a center for education, communication, and exchange. A mix of uses within the various planning districts would foster a setting of exchange, allowing for informal dialogue complemented by formal programs. The Main Post would continue to be the center of the community, with a mixture of meeting places that could include a Presidio Community Center, a theater, and food services to complement the existing bowling alley, bank, post office, and Golden Gate Club. Fort Scott, with its tranquil, campus-like setting, could host a Presidio Institute – an organization or group of organizations with resident staff and visiting experts dedicated to research and the exchange of information on critical issues of importance to the nation and the world.

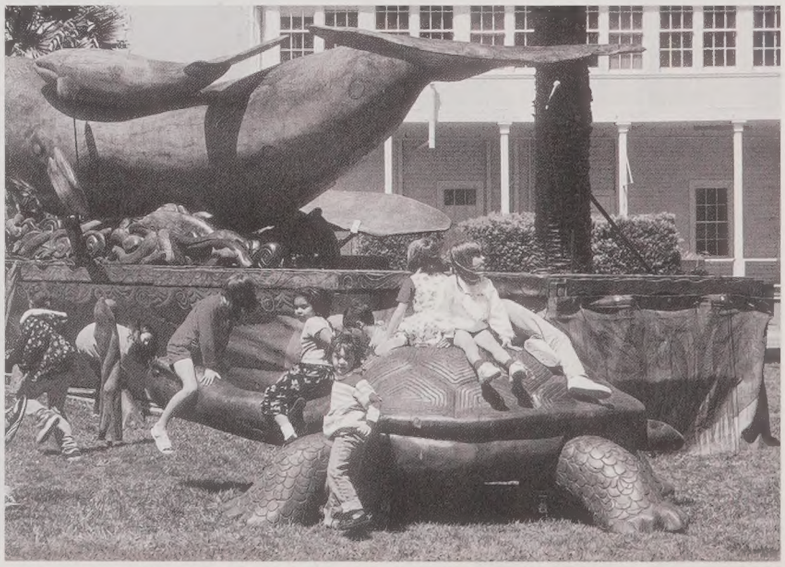
To support a sense of community, the park setting would be enhanced to encourage community and public activity centers and gathering places. Some open spaces would be made available for community and public events. Meeting places with advanced teleconferencing capabilities could allow the ideas generated at the Presidio to be shared with people throughout the world.

PRINCIPLE 15: RESIDENTIAL COMMUNITY

Provide a full range of housing for people who work at the Presidio to create a lively community that contributes to the site. Seek a meaningful and feasible jobs-housing balance. Make site improvements to enhance livability of neighborhood areas and foster a sense of community.

Today, there are approximately 1,650 housing units in 21 neighborhoods throughout the Presidio. Of this total, 1,116 are houses and apartments, and the remaining units are group quarters. Approximately 300 units, mostly single-family or duplex, were built before World War II. The remaining units are apartments built after the war. In addition, there are 538 "group quarters" (former barracks, dorms, bachelor officers' quarters) found in 19 buildings at the Main Post, Public Health Service Hospital, Letterman, and Fort Scott.

Under the PTIP, housing would be clustered close to work and major activity areas. These housing clusters would contribute to the livability and community feel of the Presidio. The clustering



Earth Day, 1999

Historic Kobbe Avenue houses

of housing with employment and other activities would also help to reduce traffic and pollution and improve park operations, transit, and community policing.

A long-term goal for the Presidio is for no net loss of housing units and for the park's housing to be rented to people who work for organizations located in the Presidio. To help meet the projected demand for employee housing, it is anticipated that the current unit mix would need to be reconfigured to reduce the number of large units and increase the number of studio, one- and two-bedroom units. The PTIP would provide for a maximum of 1,650 housing units (including houses, apartments, and dorms).

The Presidio Trust offers housing programs, including a preferred rental program, that accommodate Presidio-based employees with modest incomes. A public safety housing program provides discounted rents to Presidio firefighters and officers of the U.S. Park Police. Dormitories and other single-room-occupancy or studio units are being reused to help accommodate one- and two-person households at a variety of rental levels. At the time that the GMPA was adopted, the Sixth Army was expected to use approximately 550 to 600 housing units for an indefinite time period. The Sixth Army has since departed. In 2001, 57 units were occupied by military families under a program that is expected to phase out over time. No housing units are expected to be occupied by military families after October 2005.

Jobs-Housing Balance - An estimated 2,020 individuals work at the Presidio today. Under the PTIP, this employee population is expected to grow to 7,190 by 2020. Studies are underway to refine workforce demographics and housing demand projections. By 2020, approximately 3,720 people are expected to live at the Presidio. Housing is currently available to full-time Presidio employees of all incomes. As of April 2001, approximately 865 units were occupied and the percentage of these units occupied by Presidio-based employees was approximately 35 percent. Information is being gathered on the types of units required to

CURRENT HOUSING MIX

Historic Houses & Apartments	302
Non-Historic Houses & Apartments	814
Historic Group Quarters	380
Non-Historic Group Quarters	158
Total	**1,654**

PROJECTED POPULATION

	Current (2001)	Proposed (2020)
Residents	2,250	3,720
Employees	2,020	7,190

Historic Funston Avenue house

meet the needs of future employees, as well as the physical issues to be addressed, including the useful life of existing housing stock, the opportunities for conversion of existing structures to provide more units, and the need for replacement housing.

The Trust's goal is to provide for no net loss in today's housing unit count, and to continue the preference for providing housing to Presidio-based employees. Through this effort and ongoing review and monitoring of housing occupancy and unit mix, the Trust's goal for a jobs-housing balance would be achieved, modifications to current programs would be made and, possibly, new housing programs developed. Housing terms offered would be of varying length and affordability. A broad spectrum of housing opportunities would be provided to accommodate employees at a range of income levels. Future project proposals would look at existing housing stock, proposed changes to the stock, and options for limited new construction to replace units targeted for demolition in this Plan.

Housing Management - The Trust currently uses the services of a third-party residential property management firm for its marketing, leasing, and management needs. The Trust's Facilities Department works hand-in-hand with the current management team to ensure smooth operations, including maintenance and landscaping services. All new residents receive an orientation handbook containing guidelines on appropriate uses and other fact sheets. Regular presentations from NPS Interpretation and Presidio Trust Natural Resources staff at neighborhood meetings and through other publications keep residents up-to-date on ways they can contribute to the stewardship of the park.

Clustered Residential Areas - Consistent with the GMPA, the long-term goal of the PTIP is to remove the 463 units of Wherry Housing over a 30-year period to increase open space in the South Hills and improve the natural and recreational resources of the area. The PTIP also proposes removal of some housing units in the East and West Washington Avenue areas and approximately 66 units in the El Polin Spring area to increase open space and restoration activities, including the restoration of the riparian corridor along Tennessee Hollow. Some limited replacement housing would be constructed within the park's highest activity areas, which offer good access to public transit.

Enhancements to residential neighborhoods would produce diverse, sustainable, and mixed-use communities that would combine various types of housing with jobs, shops, and recreational facilities. Neighborhood enhancements would include landscape and streetscape improvements to provide better access for people with disabilities, encourage walking and bicycling, and generally make the neighborhood more livable. Resource conservation measures and other neighborhood improvements, such as community gardens and a curbside recycling program, would contribute to a sense of community and stewardship for the park.

PRINCIPLE 16: COMMUNITY SERVICES AND FACILITIES

Centralize activities and essential services. Reinforce the neighborhood concept by providing some facilities and services in the park within walking distance of housing. Provide for shared use of community facilities by park and program staff, visitors, and Bay Area residents.

Mixed-Use Areas - The Presidio community would have lively, mixed-use activity areas. Basic community services would be provided for Presidio residents and tenants. Community services would be close to residential areas to reduce the need for daily trips outside the Presidio. The greatest number of services would be at the Main Post, the historic community center of the Presidio. Fort Scott, Crissy Field (Area B), and the Letterman complex would also offer limited services for tenants and visitors. Services would include a bank, post office, restaurants and cafes, convenience stores, bicycle and other recreation equipment rentals, and overnight visitor lodging.

A number of transportation-related improvements would aid access to services as well as interaction among residents, tenants and visitors. An internal shuttle bus service would connect main activity areas, housing clusters, and key visitor destinations.

Community Spaces - Community spaces – the theater, a library, recreational facilities, and meeting places – would be available to public and private organizations and residents, as would museum, gallery, workshop, and performance spaces and outdoor sites. A community center would be established with a library and space for public meetings, community workshops, and other activities. An array of programs that foster a sense of community would continue to be offered to residents and tenants. These would include volunteer programs for habitat restoration, trails stewardship, a community garden, and resident education programs hosted by the Trust in collaboration with the NPS. Other offerings would include NPS interpretive programs, recreational programs, resident orientation programs, and annual Earth Day activities. A childcare center provides accessible services to meet the needs of children. Playgrounds or tot-lots located near residential areas also serve the needs of park residents and neighbors.

Presidio Theatre

The People: Transportation

Transportation

One of the Trust's primary goals is to institute an environmentally responsible transportation strategy to minimize private automobile use and increase the availability of public transit and pedestrian and bicycle travel options. Presidio and regional transportation systems need to be improved to provide options for new park users. The Trust would take the lead in developing innovative techniques and collaborative efforts to achieve these goals.

PRINCIPLE 17: MULTI-MODAL TRANSPORTATION OPTIONS

Promote a transportation strategy that provides options for all park users. Encourage the use of public transit to and within the park, provide for pedestrian and bicycle use, and improve roads and parking.

The Trust would promote a multi-modal transportation strategy for the Presidio to accommodate all transportation modes while actively promoting alternatives to the single-occupant automobile. Transportation options for park users would include walking, bicycling, public transit, an internal shuttle bus system, tour buses, and personal vehicles.

Pedestrian and Bicycle Routes – The Presidio Trails and Bikeways Master Plan, currently under development in collaboration with the NPS, will identify pedestrian and bicycle route improvements and priorities throughout the Presidio to promote convenient, safe and enjoyable pedestrian and bicycle use. This plan will guide development of comprehensive walking and biking systems in the park. The Trust would seek to increase walking and bicycling by providing convenient and safe access to all areas of the park. Improvements for pedestrians would be made Presidio-wide to link the main activity areas and residential sites. Accessible sidewalks and trails would be installed in main activity areas.

Recreational and commuter bicycle use to, through, and within the Presidio would be promoted as an alternative to automobile use. Bicycle rentals would be available. The PTIP would provide for improvements such as bicycle paths separated from roads, designated bike lanes and routes on Presidio roads, secure and convenient bicycle parking and storage, and periodic or permanent closure of some roads. Roads may be closed periodically for general recreational purposes or events. Park partners would be asked to provide amenities and facilities for bicyclists. Safety problems for on-road bicycle use would be reduced by upgrading or correcting intersection alignments, road widths, and road shoulders.

Traffic Management - An overall goal of the PTIP is to improve traffic safety and reduce traffic congestion. Consistent with the GMPA, the PTIP proposes to simplify the road network by defining logical visitor routes, adding signs, reducing roadway traffic in some areas, and closing some roads to auto traffic to provide for recreational use. Improvements would be made to correct safety problems, encourage bicycle and pedestrian use, accommodate proposed land uses, and correct existing traffic capacity problems. Road and intersection improvements would minimize the effects of congestion, would be compatible with preservation goals, and would be designed to discourage auto shortcuts. Low speed limits would be enforced. Intersections within the Presidio would be improved to correct alignment and safety problems; additional stop signs would be placed on Presidio roadways to increase safety and slow traffic. (See Figure 2.3.)

The Trust would study options for addressing current safety problems; these may include increased enforcement, additional stop signs, reduced speed limits, or narrowing of roads with additional bicycle or pedestrian lanes. Streetscape improvements would be designed to discourage cut-through traffic. Additional

bus shelters would be built to serve both public transit and the internal shuttle bus system.

PRINCIPLE 18: ALTERNATIVE TRANSPORTATION OPPORTUNITIES

Promote public transit and pedestrian and bicycle travel to and within the park to improve recreational opportunities and enhance environmental quality. Connect the Presidio to a regional transit network to provide for the transportation needs of park visitors, employees, and residents.

The Trust, along with tenants and residents, would participate in a coordinated effort to reduce automobile use, thereby reducing air and noise pollution and traffic congestion associated with visits to the Presidio. Positive incentives would be provided to make walking, biking, high-occupancy vehicles (HOVs), and transit use more convenient and attractive. Land use planning would complement transportation planning efforts to eliminate the need for some automobile trips.

Transit Connections - Visitors would be encouraged to use regional transportation networks and alternative forms of transportation when visiting the park. Connections to regional transit systems would be improved to make these systems easy to use. Public information about regional transit systems, internal shuttles, trails, and biking opportunities would educate visitors and encourage them to explore the Presidio using alternative forms of transportation.

Transportation Demand Management Program - The Trust would implement transportation demand management (TDM) program for the Presidio (see Appendix D). The program, of which several components have been initiated, aims to reduce automobile travel to, from, and within the Presidio by shifting trips to alternative modes of transportation such as public transit, bicycling, and walking, or to high occupancy vehicles (HOVs), such as carpools and vanpools. TDM programs can also reduce overall travel by promoting telecommuting, reduced work-week schedules and on-site services such as cafeterias, mail service, daycare, and banking within easy walking distances. The overall goal of the TDM program is to reduce vehicle trips such that a maximum of 70 percent of external trips and 50 percent of internal trips are made using automobiles and that these automobiles carry an average of 1.4 persons per trip. The Trust is flexible in that any combination of alternative transportation use and vehicle occupancy that achieves an equivalent or fewer number of automobile trips is acceptable.

Bike connection to Golden Gate Bridge

Requirements for Tenants - The Trust would offer comprehensive, park-wide TDM services to all Presidio tenants. Elements of a successful program could include an internal shuttle bus system, a "guaranteed ride home" program, transit service development, parking management, a park-wide TDM Coordinator (Trust employee), employee transportation survey services to monitor program progress, tenant employee transportation coordinator (ETC) training, on-site transit ticket sales program, alternative transportation event coordination (e.g., Bike to Work Day.), a car-sharing program, a shared-bike program, and an overall marketing program including ride-matching and vanpool services from RIDES for Bay Area Commuters.

To supplement the Trust-provided park-wide TDM services, Presidio tenants would be required to provide additional services/programs tailored to help and encourage their own employees to use alternative transportation. Appendix D describes potential tenant TDM programs.

The People: Transportation

Figure 2.3: Proposed Vehicular Circulation

PRINCIPLE 19: PUBLIC AND INTERNAL TRANSIT

Encourage public transit as a way to reach and enjoy the Presidio and reduce automobile traffic. Promote public or alternative transit systems within the park to provide access between main Presidio activity areas. Encourage the use of alternative fuels, new technologies, and shuttles to reduce automobile impacts in and around the park.

Public transit would be encouraged as a way to reach the Presidio. A transportation service hub or transit transfer point would be established at the north end of the Main Post, and people would be able to buy transit passes at convenient on-site locations, including the Presidio Trust offices.

Bus Connections - The Trust is a Regional Transit Connection member and would continue to sell transit tickets/passes for Bay Area Transit providers. The Trust would continue to work closely with the San Francisco Municipal Railway (MUNI), Golden Gate Transit, and other transit providers to improve current transit operations serving the Presidio. Bus services (e.g., on-time performance, missed runs, ridership counts) would be monitored and reported directly to MUNI operations staff. Several route and bus stop changes to MUNI lines serving the Presidio, including additional express bus service to downtown, are underway. The Trust would study the feasibility of increasing access to Golden Gate Transit buses traveling to/from downtown.

Internal Shuttle - An alternative-fuel internal shuttle service linked to public transit stops would be provided. Service would connect to both MUNI and Golden Gate Transit bus lines. As currently planned, the service would be free to Presidio residents, employees and visitors. In the future, the shuttle system may offer express service for residents and employees and separate service to Presidio attractions for park visitors. Shuttle buses would continue to demonstrate clean-fuel and intelligent transportation system technologies that may include compressed natural gas, fuel-cells, hybrid-electric propulsion, on-demand call systems, smart communication technologies, and global positioning system (GPS) tracking.

New bus shelters would be built to serve both public transit and the internal shuttle, and would provide lighting, route maps and schedules. Shelters would be designed to allow for communication lines providing real-time bus arrival information and on-demand connections.

Transit Hub - With implementation of an internal shuttle system, a San Francisco Cultural Shuttle, MUNI line service extension, and increased service on the 82x MUNI Downtown Commuter Express line, demand would increase for a Main Post transit hub for bus layovers, transit ticket sales and information, and comfortable passenger waiting areas. The Trust would continue to plan for the future development of a transit hub in the northern Main Post area, which could also serve Crissy Field.

New Transportation Technologies - The Presidio would be a model and demonstration site for new transportation technologies. The internal shuttle system, for example, would use compressed natural gas buses to demonstrate clean-fuel technologies and take advantage of refueling facilities already located in the park. The Trust would work with manufacturers to incorporate emerging technologies such as hybrid-electric, all-electric, and fuel-cell technology into the internal shuttle program.

Use of alternative-powered vehicles would be encouraged. Many vehicles in the Trust's fleet already use such technologies. The Trust would strive to exceed federal alternative fuel vehicle fleet requirements. The Trust would develop a car-sharing

program to provide both residential and non-residential tenants access to and experience with alternative fuel vehicles. Tenants with vehicle fleets would also be encouraged to convert to alternative-fuel vehicles. A compressed natural gas fueling station would be located in the park to service shuttle buses and other park vehicles.

PRINCIPLE 20: REGIONAL PUBLIC TRANSIT IMPROVEMENTS

Support regional public transit improvements proposed by other agencies or private service providers to improve access and regional transit connections to the Presidio.

The Trust would continue to support regional public transit improvements proposed by other agencies or private service providers to increase access to the Presidio, take advantage of regional transit connections in San Francisco, and provide more direct radial service to downtown locations. Transfers among Golden Gate Transit, MUNI, and internal shuttle systems would be promoted by providing convenient transfer points and stops; such services would benefit both commuters and visitors. The Trust would seek minor rerouting of MUNI lines to coordinate service with the internal shuttle. A capital improvement project to extend the electric trolley from the park boundary near the Lombard Gate to the Main Post transit hub would be studied and assistance would be sought in applications for grant funding. Potential interagency projects, such as an F-line light rail extension, would also be considered.

The Trust is working with MUNI to change several bus routes that currently serve the Presidio and provide cross-town connections to BART. The Trust is also working with the Golden Gate Park Concourse Authority and the City and County of San Francisco on development of a San Francisco Cultural Shuttle. This service could connect many of the GGNRA sites such as Fort Mason, Fort Funston, and Ocean Beach to Golden Gate Park museums and other San Francisco attractions.

Tour Buses - Tour buses can provide supplemental transportation services for Presidio and GGNRA visitors and complement other forms of transportation. To ensure the orderly movement of tour buses and minimize their impact both within the park and in adjacent neighborhoods, a tour bus management plan would be prepared in collaboration with the National Park Service and City and County of San Francisco. Issues to be studied would include bus size, frequency, noise/vibration, alternative-fuel vehicles, routing, permitting, idling/parking, interpretation, and venues to be served. The plan would also provide recommendations to the City and County of San Francisco regarding tour bus access routes to the Presidio. Tour bus service and charter tours would be managed by issuing concession permits.

Water Taxi/Ferry Service - The National Park Service is exploring the possibility of water taxi/ferry service to the Presidio. This service could connect the Presidio to other park and tourist areas such as Fort Mason and Fisherman's Wharf. The Trust would work with the National Park Service to provide land-based transit connection to any water taxi/ferry service serving the Presidio. Land-based transit connections could be provided by the alternative-fuel internal shuttle system or by outside transit agencies such as MUNI and/or Golden Gate Transit.

MUNI route 43 bus inside the Presidio

Doyle Drive - The Trust is a Cooperating Agency for planning and reconstruction of Doyle Drive (Highway 101), which runs through the northern part of the park. (See Figure 2.3.) The San Francisco County Transportation Authority (SFCTA) is managing this project. The SFCTA and Caltrans are currently drafting design and engineering alternatives for Doyle Drive to correct safety and structural problems. The Trust supports long-range safety improvements to the drive and is taking an active role in developing and analyzing alternatives. The Trust would review and evaluate proposals put forth and determine the consistency and compatibility of those proposals with park resources and values. Since Doyle Drive crosses federal parkland, the project would be required to adhere to section 4(f) of the Federal Transportation Act.

The Trust is working to ensure that the Doyle Drive replacement project provides the Presidio with major transportation benefits, along with potential aesthetic and environmental improvements. Doyle Drive could provide a direct entrance into the Presidio, helping to reduce traffic that currently uses the Presidio's residential area gates. Coupled with other improvements, this project also has the potential to revitalize bayfront access and enhance recreational opportunities and resource preservation projects along the highway route. Reopening of scenic vistas from the Main Post, cemetery, and Cavalry Stables across Crissy Field to San Francisco Bay will also be promoted.

The Trust would seek Doyle Drive design proposals that support and advance the following objectives:

- Short-term and long-term impacts on park resources and values should be minimized;
- The new Doyle Drive roadway east of the Main Post should be designed to slow motorists, allow for pedestrian circulation, and provide a transition from city street to parkway;
- The Richardson Avenue/Lombard Street route should remain as the designated Highway 101 corridor;
- A viable connection for the Tennessee Hollow drainage to Crissy Field (Area A) should be ensured;
- Direct access into the Presidio should be integral to the re-design; and
- Access to the Main Post, Letterman, and Crissy Field districts should be maximized.

The Trust is working with the SFCTA and transit agencies to develop an intermodal transfer facility associated with the reconstructed highway that would facilitate transfers among Golden Gate Transit, MUNI, and the Trust's proposed internal shuttle.

Interagency Cooperation - The Trust is committed to working with outside agencies on transportation issues, and pursuing funding for demonstration projects.

PRINCIPLE 21: PARKING MANAGEMENT

Design and site parking areas to serve Presidio activity centers. Manage parking and automobile use to reduce impacts on the site's natural, historic, and recreational features and protect its open space qualities. Avoid creating adverse parking conditions in adjacent city neighborhoods.

Parking management policies would be developed to direct and guide all parking use within the Presidio. Potential tools to be used include but are not limited to transportation demand management, permit and fee areas, designated tenant and residential parking, carpool and vanpool designated parking, time limitations, special event coordination and centralization of parking areas to be used in conjunction with the internal shuttle, and other alternative means of transportation. Parking policies would be coordinated with other transportation and sustainability programs to create a unified approach to discouraging automobile use and promoting more sustainable means of transportation and commuting. Future planning would study proposals for different means of addressing parking supply, including studies that may consider underground or aboveground structured parking.

Parking Areas - Parking facilities would be concentrated at or near main activity areas. Parking would be provided to meet projected average daily use levels rather than peak use levels to encourage visitors to use alternative transportation to reach the Presidio. Once at the park, visitors would be encouraged to walk, bicycle, or ride the internal shuttle to reach their final destinations. Sufficient parking spaces would be provided within the Presidio boundary to ensure that Presidio facilities and activities do not create parking problems in adjacent neighborhoods. The amount of parking would be reduced as transit improvements are completed.

Parking areas may be redesigned or relocated to simplify access or to reduce visual impacts on the park's natural and historic features. Some large parking areas may be removed and smaller peripheral parking lots may be built. Parking areas may be screened by landscaping or relocated to the rear of buildings. Underground parking may be developed to increase open space, to reduce the visual impact of automobiles, and to concentrate parking in main activity areas that offer easy access for visitors and employees.

Parking Regulations - The Trust would use parking regulations and fees to manage the use of parking areas and to reduce automobile use and parking demand. Measures would include permit and fee programs, special parking spaces for carpools and visitors with disabilities, and time limitations. Through their lease terms, Presidio tenants would have limited access to parking areas; most tenant parking would be in non-exclusive use spaces to allow for shared use of limited parking resources. A residential permit parking program would be put in place to discourage tenant employees and park visitors from parking long-term in areas designated for Presidio residents and guests. Visitor venues would offer designated short-term parking. Parking regulations would also discourage outside commuters from using Presidio parking areas.

Parking would be prohibited near native plant communities that contain protected or endangered species and in areas where it would adversely affect the historical integrity of the site. To reduce congestion and safety hazards and to facilitate bicycle travel, parking would also be discouraged on road

Main Post parking lot

shoulders, particularly along heavily traveled routes and near major intersections.

The Trust and NPS would coordinate future plans and proposals for managing the parking supply and would consider the potential effects of Area B activities on Area A.

Parking for Large Events - The Presidio Trust's Special Events Group would continue to coordinate large events that have high parking demand, and to cooperate with the NPS Special Park Uses Group to ensure that parking demand for these events can be accommodated. Coordination among the Trust, NPS, Fort Mason Foundation, Golden Gate National Parks Association, San Francisco Recreation and Park Department, and the Exploratorium would be increased to minimize scheduling conflicts that cause parking problems.

MANAGEMENT

Managing the Presidio requires an innovative approach to fulfill the mandates stipulated in the Presidio Trust Act. The Presidio Trust would work in collaboration with private and public enterprise to meet the challenges of managing the Presidio's extensive resources. In addition, the Presidio Trust would fully embrace the concept of sustainability in all of its management practices, to ensure the Presidio's long-term success and viability. The principles in this section address management of the park, including sustainable infrastructure and facilities maintenance practices as well as financial sustainability.

Infrastructure and Facilities Maintenance

Infrastructure and facilities are the backbone of Presidio operations. The rehabilitation of buildings, the operation of utilities and daily maintenance of buildings and grounds are the behind-the-scenes work that keeps the park functioning. Safety, efficiency, and long-term sustainability are primary goals of these activities. The Trust is developing infrastructure and facilities that are demonstrations of sustainable practices and technologies that can be transferred to other parks and communities worldwide. In keeping with the objectives of the GMPA, "the Presidio will be a model of sustainability with use and demonstration of innovative environmental technology applications." (GMPA, page 52.)

Management: Infrastructure & Facilities Maintenance

PRINCIPLE 22: SUSTAINABLE DESIGN AND REHABILITATION

Employ the principles of sustainable design and technology when upgrading the built environment.

Adaptive reuse of existing buildings is a basic element of sustainable design. Using the best available sustainable technology, the Presidio Trust would rehabilitate structures designated for reuse to preserve and enhance their value and to create healthy and resource-efficient built environments. Environmentally-sound building materials, such as natural, recycled, salvaged, and durable products or materials made from renewable or biodegradable sources, would be used in the rehabilitation of buildings. Additionally, rehabilitation work would take into account the importance of historic features, resource depletion, toxicity, and disposal implications during material selection. High-efficiency heating and cooling equipment, lights, and appliances would be promoted, as would renewable energy sources and water-efficient plumbing fixtures. Maintenance methods and other treatments would also be environmentally sensitive.

Green Building Review - In 1995 the National Park Service partnered with the Department of Energy (DOE) to host a "Greening of the Presidio" environmental design charrette. Over 100 environmental specialists gathered for a three-day meeting and developed a visioning document entitled *Voyage to Sustainability: The Greening of the Presidio*. This document is the foundation for many of the Trust's environmental sustainability initiatives. The DOE also assisted in the development of "Tenant Guidelines for Energy-Efficient Renovation of Buildings at the Presidio of San Francisco." The Presidio Trust drafted Green Building Guidelines for use in historic buildings on the Presidio, and has adopted the Leadership in Energy Efficient Design Green Building standard (developed by the U.S. Green Building Council) for all new

Alternative transportation options featured at the Earth Festival, 2000

construction at the Presidio. "Green building" review has been incorporated into the Trust's building review and permitting process, and all design drawings are reviewed for material, energy and water efficiency, low toxicity, and waste reduction.

Demonstration of building conservation practices implemented at the Presidio would encourage people to consider the greater environmental and health impacts of design, equipment, and material selections. Demonstrations and interpretation of green building practices would be on display for the public in a model green residence and in several non-residential buildings. New technologies and products would be tested and case studies developed to share the results and lessons learned.

PRINCIPLE 23: CONSERVATION AND RECLAMATION

Implement and demonstrate conservation practices, including energy conservation, water conservation, stormwater management, and waste reduction and recycling. Use reclaimed water whenever practicable.

Energy Generation and Conservation - The Presidio Trust would maximize energy efficiency, monitor and control use, generate energy using efficient and clean technologies, and purchase "green" power to the maximum extent feasible.

The Trust would follow the goals of the Federal Energy Management Policy (Executive Order 13123), including reduction of greenhouse gasses, expansion of renewable energy use, and reduction of total energy use. The Trust would implement this policy through a number of complementary conservation practices, including:

- Meeting or surpassing the energy conservation requirements of current California Title 24 energy code during building rehabilitation where these requirements do not conflict with historic preservation objectives;
- Implementing cost-effective energy conservation retrofits of buildings and utility infrastructure;
- Using an existing feasibility study of high-efficiency, clean, distributed-generation power options to choose appropriate technologies and delivery methods to meet all or part of the Presidio's electric load;
- Developing and implementing energy education programs for staff, tenants, and park visitors;
- Developing energy conservation and efficient energy generation demonstration projects;
- Purchasing electricity from renewable energy sources to fulfill a significant portion of the Presidio's electricity demand that is not met by on-site generation; and
- Implementing energy-efficient appliance and computer purchasing programs.

Monitoring Energy Use - By installing energy management systems (EMS) in all non-residential buildings, the Presidio Trust would be able to monitor energy use throughout the park. These systems use computer intelligence to measure energy consumption in real time. This information would be made available to energy users via electronic connections on the Internet. EMS can also enable remote troubleshooting and energy control such as adjusting lighting and heating from a central location.

New Energy Technologies - The Presidio Trust provides electrical distribution at the Presidio. The system is currently undergoing safety and efficiency upgrades, including the repair and rehabilitation of old cables and the undergrounding of overhead lines when possible. The Presidio Trust is also in the design phase for a micro-cogeneration plant that would supply power to the Presidio while making use of waste heat and cooling. Small-scale power generation in individual buildings is also being examined. These projects would enhance the reliability of the Presidio's electric supply and demonstrate the commercial viability of high-efficiency energy generation. Studies examining other energy technologies would be implemented to examine the use of renewable and efficient fuel sources. Low maintenance, high efficiency, and very low air emissions are criteria being used to compare technologies. These facilities would be developed with educational and interpretive programs built in so visitors can learn about

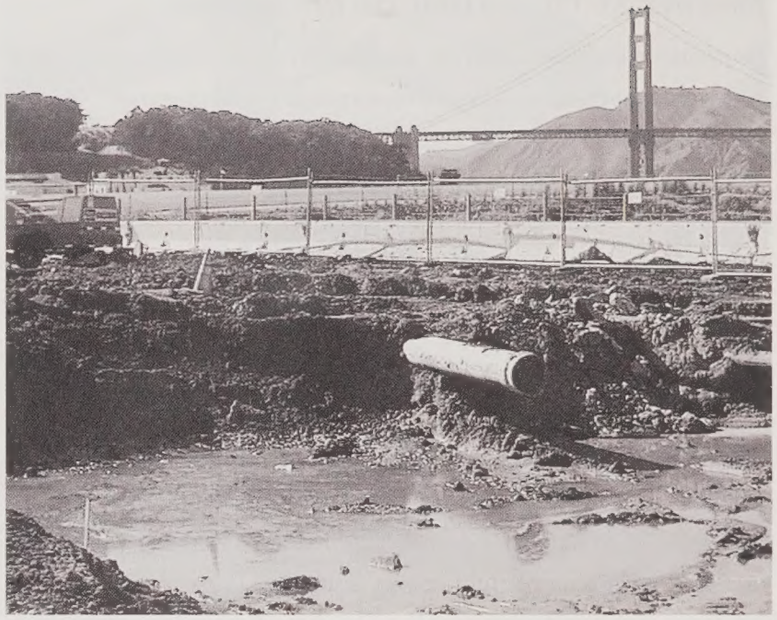
Management: Infrastructure & Facilities Maintenance

energy-saving technologies and practices and discover how they help build a sustainable infrastructure for the Presidio.

Water Treatment and Conservation - The Presidio Trust would protect water resources, ensure water quality, prevent pollution, and conserve water through wise use in accordance with legal mandates. The Presidio is becoming a model of responsible water use and a demonstration site for conservation programs for potable and non-potable water. Low-flush toilets, low-flow showerheads, and other water-saving devices are installed in all building rehabilitation projects to minimize water use. Use of non-invasive, drought-tolerant, low-maintenance landscaping is being integrated into the planning and design processes for rehabilitation of designed landscapes. These practices decrease the water requirement for landscape and lawn maintenance. Landscapes are retrofitted with low-flow irrigation and are being plumbed in preparation for the availability and use of reclaimed water. Tenants and residents would be informed of water conservation techniques to ensure that water is used appropriately and efficiently.

Sources of Reclaimed Water - The Presidio Trust operates a water treatment facility that provides potable water to the park. This system, which was upgraded by the National Park Service, treats water from Lobos Creek. The flow that can be diverted from Lobos Creek does not meet the Presidio's demand for water during the summer season (May through October). Currently, supplemental water is purchased from the City and County of San Francisco (CCSF) as needed during these months.

The GMPA considered using reclaimed water from the CCSF a key to conserving potable water. To date, the CCSF has not implemented a reclaimed water program and no schedule for implementation has been established. The Presidio Trust is researching the feasibility of treating water on-site at a



Environmental remediation at Crissy Field

reclaimed water facility. If this facility is established, reclaimed water would be used for irrigation of the golf course, the San Francisco National Cemetery, Crissy Field (Area B), and other landscapes at the Presidio. Currently, when irrigation systems are retrofitted, the pipe installed is specifically intended for recycling reclaimed water, in anticipation of completion of the water reclamation plant. The reclaimed water facility is proposed to be developed, along with educational and interpretive information, to establish the Presidio as a site where visitors can learn about water resources and water recycling within the infrastructure of a sustainable community.

Water Quality Management - Since taking over operation of storm and sanitary sewer collection systems at the Presidio, the Trust has significantly upgraded the sanitary sewer infrastructure. The Presidio Trust administers a stormwater quality control program to ensure that storm drainage discharging to Crissy Marsh, San Francisco Bay, and the Pacific

Ocean is of appropriate quality for these important ecological systems. A treatment process, such as a natural filtration basin, sediment discharge or separation, would be implemented where necessary. The Presidio Trust would also enhance the water quality of Mountain Lake through the implementation of the *Mountain Lake Enhancement Plan*.

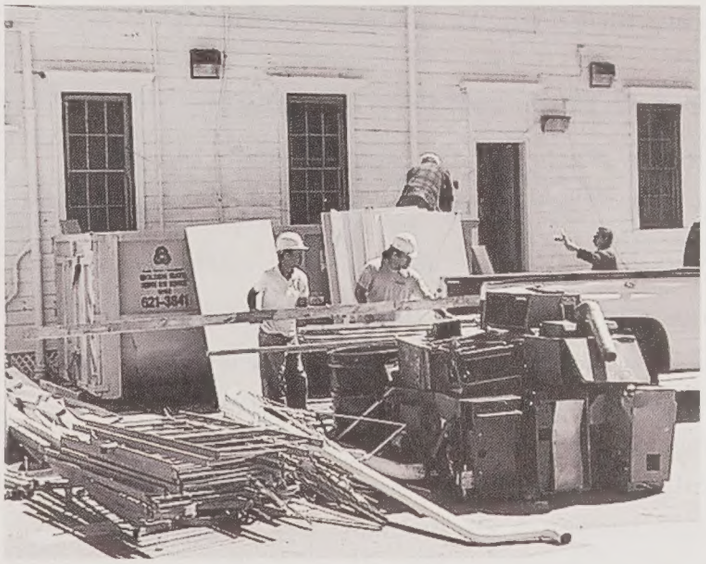
Solid Waste Reduction - The Presidio Trust would reduce solid waste through more efficient resource use, would recycle and reuse items to keep them out of the discard stream, and would divert organic material from waste and purchase products made from recycled materials. Products would be reused, consumption decreased, and recycling and composting systems put in place to reduce solid waste volumes. Recycled asphalt and concrete would be used in paving projects. Waste recycling would be promoted and supported in every aspect of Presidio activities. Bottle, aluminum can, and paper recycling bins would be available at all activity sites. Tenants would be encouraged to set aside indoor areas for recycling purposes.

Recycling - The Presidio Trust has developed an extensive waste reduction infrastructure. An on-site recycling center has been established in cooperation with the San Francisco Conservation Corps. Young adults engaged in a job-training program collect over 10 tons of recyclable materials from park tenants, recreation sites, and special events each month. The Presidio Recycling Center is open to visitors and serves as a model facility and education site.

Presidio tenants are required to participate in an office recycling program. The goal of this program is to divert 50 percent or more of the waste stream through recycling and reuse efforts.

Materials Recovery - The Presidio Salvage Program reclaims valuable equipment, supplies and materials and diverts them from the waste stream. A materials recovery program would focus on making new products and art out of recyclable material collected on-site. The Trust would consider the following waste reduction measures for building removals:

- Relocation and reuse of the structure elsewhere;
- Salvage of all possible materials and elements for reuse;
- Separation of materials on-site for recycling and reuse; and
- Demolition and separation of recyclables and compostable materials from the waste.



Salvage from Building 36 rehabilitation

Management: Infrastructure & Facilities Maintenance

Composting - A comprehensive composting program has been established to divert organic debris from waste that would otherwise be landfilled. In both small- and large-scale compost systems, grass, weeds, horse manure, and brush are composted and the finished product is applied to landscapes and grounds as an organic soil amendment. The Presidio compost system is a model program that demonstrates waste reduction and regeneration. The program currently diverts over 150 cubic yards of organic material each month. This program serves as an education tool for visitors to learn about "green debris" management and soil regeneration. Extensive research is conducted to optimize compost use and control impacts in the natural environment of the Presidio. The goal of this program is eventually to retain all organic material in the Presidio for on-site reuse. An educational program has been developed with local schools and youth groups to teach children about composting.

PRINCIPLE 24: INTEGRATED PEST MANAGEMENT

Use effective, practicable and environmentally safe pest control methods and attempt to minimize the use of pesticides and herbicides.

The Presidio Trust would use alternative pest control methods and minimize the use of pesticides and herbicides. The Trust has established an integrated pest management program. Trust staff work closely with the Presidio Golf Course to reduce chemical pesticide and herbicide use. Chemical use is minimized on Presidio landscapes and alternative pest management treatments are tested, implemented, and monitored.

Non-native species that have the potential to threaten native species and ecosystems, and that can be controlled reasonably successfully, would be identified, managed, and eradicated where possible. Pests that are hazards to facilities and human health would be controlled using effective, practicable, and environmentally safe methods with minimal use of pesticides and herbicides. Integrated pest management practices have been developed for general pests at the Presidio, and pest management plans for the golf course are almost complete. The impacts of native wildlife pests would be evaluated before implementation of any control measures. Upon evaluation, these pests may be controlled in order to conserve rare species, preserve historical integrity of cultural resources, conserve facilities in developed areas, or manage a human health hazard.

PRINCIPLE 25: ENVIRONMENTAL REMEDIATION

Consistent with the governing environmental cleanup agreements for the Presidio, ensure that contamination from prior military uses is cleaned up within a reasonable time. Implement a pollution prevention and abatement program.

Since 1994, responsibility for Presidio-wide cleanup of hazardous waste sites has shifted from the U.S. Army to the Presidio Trust. Along with the transfer of lead agency status to the Presidio Trust, the Army agreed to provide $100 million to be disbursed over four years to pay for the cleanup efforts. Under this agreement (involving the Presidio Trust, National Park Service and the U.S. Army), the Trust would continue the Army's cleanup program and accelerate the schedule so that the cleanup is completed in 10, rather than 30, years. Area A of the Presidio would be cleaned up on a fast-tracked schedule of four years. The California Department of Toxic Substances Control, the U.S. Environmental Protection Agency, and the Regional Water Quality Control Board would be actively involved in the remediation effort. The Presidio Restoration Advisory Board, a group of agency representatives and community members, would remain in place to help direct the cleanup so that it is consistent with community priorities.

The Presidio Trust would meet strict environmental standards for pollution abatement. The Trust's Hazardous Materials Group would continue to focus on eliminating hazards from the workplace and reducing pollution in the park. Pollution would be prevented through source reduction, use of fewer toxic materials, and careful handling and management of hazardous waste. Monitoring of water quality throughout the park and eventual monitoring of air quality would help the Trust set targets for pollution control and prevention. The Trust would place an emphasis on clean transportation through use of alternative fuel vehicles for Trust fleets and shuttles to help improve air quality in the park. These programs would have an educational component to teach others about pollution prevention as part of a community's sustainable infrastructure.

PRINCIPLE 26: RESEARCH AND TRAINING

Encourage research, education, training, and demonstration programs on major environmental, cultural, resource, and other issues of worldwide importance.

The Presidio would become a living model of sustainability and a showcase for demonstration projects. Today, new ideas, technologies and products are tested on-site, and case studies are being developed to share with other facilities. The methods developed and demonstrated on-site would be working models for other communities. These projects would be publicized via the Internet to the general public, as well as to facility managers and community planners around the world.

Recycling Center - One example of an ongoing outreach program is at the Recycling Center, where young adults are employed by a partnering agency specializing in youth development and are trained in the waste reduction field. The Recycling Center is a destination for city schools that bring children to the Presidio to learn about waste reduction and sustainability. Several tons of materials are diverted from the landfill every month, helping the Presidio address a major environmental problem. Funds for the program are raised from private and public sources. This model program is one that can be emulated by other communities and elsewhere at the Presidio.

Research Partnerships - The Presidio Trust would promote and advance research and education through partnerships and programs that explore the Presidio's natural and cultural landscape resources and the systems that maintain them. Information would be gained through inventories, monitoring, and adaptive management. Partnerships would be sought with local scientific institutions to assist in these activities. Partnerships have already been initiated with the University of California at Berkeley for joint study of forestry topics, with Stanford University for serpentine grassland work, and with the Point Reyes Bird Observatory for neo-tropical migratory bird projects. Agreements with such institutions would encourage long-term connections where classes and graduate students could choose topics that would assist the Presidio management needs and further student learning. Regular internships with seniors and graduate students would be established to further the search for knowledge.

Management: Financial Sustainability

Financial Sustainability

The Presidio Trust is a federal government corporation, the purpose of which is to preserve and enhance the Presidio as a national park and to ensure that the Presidio becomes financially self-sufficient by 2013. To achieve this mandate, the Trust must balance revenue generation (to cover ongoing operating expenses and capital improvements) with appropriate tenant selection and adequate provision of funding for programs that benefit the park.

Golden Gate Club

PRINCIPLE 27: REVENUE GENERATION

Ensure a sustainable future by generating sufficient revenues to achieve financial self-sufficiency at year 2013 and beyond. Generate revenues from leasing residential and non-residential space to support visitor programming; long-term maintenance, rehabilitation, construction, and replacement of buildings; landscape and open space enhancements; and the development of a program endowment and adequate reserves.

Managing the Presidio is financially complex, and substantial financial resources are needed. Within the framework of operating expenses, capital costs, capital replacement needs, and financing costs, the Trust must pay for everything from building rehabilitation and maintenance costs to the provision of visitor amenities, park programs, park enhancements, housing programs, transportation demand management programs, and much more. To do so, the Trust must generate sufficient revenues to support the long-term viability of Area B without receiving appropriations from U.S. Congress, beginning in Fiscal Year 2013. Having revenues exceed operating expenses on that date, however, is not enough. Long-term financial sustainability would require generating sufficient revenues over and above operating expenses to fund all capital needs and future replacement or upgrades of the Presidio infrastructure and natural environment. Toward that end, some monies must be invested into the capital replacement fund to plan for the Presidio's future care. The Trust would employ sound principles of financial and real estate management to meet the long-term financial challenges of preserving and protecting Area B of the Presidio as a sustainable national park. In addition, the Trust would seek out other valuable forms of support, including philanthropic contributions, volunteer efforts, grants, partnerships with organizations and agencies, and in-kind contributions.

PRINCIPLE 28: LEASING

In managing and leasing non-residential properties, consider the extent to which tenants contribute to the implementation of Plan objectives, support park programs, enhance the financial viability of the Presidio, and facilitate the cost-effective preservation of historic buildings through reuse of such buildings.

The Trust would balance varying factors in its leasing program. The Trust would favor tenants who help implement the general objectives of the GMPA and reduce costs to the federal government. In developing a tenant mix, the Trust would give priority to tenants that enhance the financial viability of the Presidio and to tenants that facilitate the cost-effective preservation of historic buildings through their reuse. Not all tenant organizations would have organizational missions directly related to the park program themes.

The Trust would require tenants to contribute to the park and its programming in one or more ways, including supporting cultural and educational programs for the public; making in-kind financial contributions to support the park and its programs; or supporting core mission activities such as sustainability, energy conservation, resource protection, education, history, culture, or the arts. Tenants would be a means of ensuring that park program goals would be supported in a variety of ways. Presidio tenants would be selected on the basis of three general criteria: (1) compatibility with PTIP planning principles and preferred uses articulated in PTIP planning district guidelines; (2) demonstrated ability to fund necessary building improvements and contribute to the Presidio's financial sustainability; and (3) responsiveness to park program themes and contribution to the visitor experience.

While completing the PTIP, the Trust adopted and implemented a short-term leasing program to put buildings into use and prevent further deterioration caused by extended vacancy. The Trust would continue a program of interim leasing (five years or less) as necessary to minimize building vacancies. The objectives of the interim leasing policy are to preserve, protect, improve, or stabilize vacant or underutilized buildings through occupancy; to repair structures without substantial change to the historic fabric; to provide short-term use before determination of longer-term, more permanent use of buildings; to generate revenue for Trust operations and other expenses; and to provide a market-based leasing strategy.

Former Fort Scott barracks

PRINCIPLE 29: TENANT SELECTION

Ensure reasonable competition in leasing and offer a variety of leasing opportunities.

The Trust has made and would continue to make available all of its leased space through public offerings. Tenants would be selected on the basis of an economic package, including rent level, financial capability, the tenant's proposed contribution to the Presidio and the GGNRA, consistency of the use with statutory requirements, this Plan, and the general objectives of the GMPA.

In its leasing transactions, the Trust would be guided by three objectives for leasing transactions: reasonable competition, public outreach and input, and adherence to sound market criteria. Chapter 5, Implementation Strategy, describes these objectives in more detail. The types of tenants seeking space in the market at any given time are highly dependent on economic conditions, however. The Trust therefore needs to maintain flexibility to respond to opportunities as they arise without setting rigid rules about who Presidio tenants must be. This also allows the Trust to be more responsive to market demand and changing economic conditions.

Chapter 3 - Programs

"Preservation of the cultural and historic integrity of the Presidio for public use recognizes its significant role in the history of the United States."

PRESIDIO TRUST ACT

The Presidio Trust is committed to providing open, inviting, accessible, and high-quality programs for visitors of all backgrounds and interests. Under the PTIP, a wide array of program possibilities would be available, including interpretive programs for visitors as well as museums, institutes, exhibitions, events, and community programs on stewardship, sustainability, and resource education. To provide for these diverse possibilities, the PTIP proposes to alter the method by which programs are delivered at the Presidio, allowing tenants to support park programs in a variety of ways. This chapter outlines key programs as well as methods of program funding and delivery anticipated by the PTIP.

Marching band, Memorial Day 2000

A COMPELLING PARK EXPERIENCE

Under the PTIP, a diverse and dynamic set of Presidio programs would bring people and the park together. The Presidio would become a place where natural and historic resources are preserved and enhanced, innovation and imagination are nurtured, and new perspectives are explored. The Presidio would be a setting for community and public events, educational and learning centers, museums, exhibitions, youth-oriented and directed activities, hands-on demonstrations, resource stewardship activities, festivals, events, celebrations, and more. Together with partners such as the National Park Service, the Smithsonian Institution, park tenants, schools and cultural institutions, the Presidio Trust would provide a palette of program opportunities designed to create a compelling park experience for local, national, and international visitors.

Situated at a western gateway to America, the Presidio is an ideal place from which to explore the American experience from a uniquely western perspective. Programs at the Presidio would provide the local, national, and international community with an unequalled venue for understanding the diverse cultural riches of the American West and the Pan-Pacific region and for telling the many stories that shed light on the shaping of America. These programs, using the latest communications technologies and maximizing interactive opportunities, would speak to the themes of exploration and opportunity, of mobility and innovation, of heritage and the arts.

INTERPRETIVE PROGRAMS

The primary role of Presidio interpretive programs is to tell the Presidio story in a way that invites visitors to develop an understanding of and appreciation for the park's resources, history, and ongoing importance. Under the PTIP, interpretation efforts would broaden public support for preserving those important resources found not only at the Presidio but elsewhere in the Golden Gate National Recreation Area (GGNRA).

"...to tell the story of this place in all its varied parts for those who come here from down the street or around the world. The telling of that story is what we call interpretation." (former NPS Director Robert Stanton)

NPS and Presidio Trust Collaboration

The National Park Service (NPS) would continue to take the lead in site interpretation and resource education for all of the Presidio. Through interpretive programs in national parks across the country, the NPS helps to instill in visitors an understanding, appreciation, and enjoyment of park resources and their significance. NPS programs at the Presidio currently include ranger-led walks in both Areas A and B, educational programs for school groups, hands-on demonstrations, docent opportunities and natural resource stewardship programs, among others. These programs would be expanded in the future. Interpretive programming would benefit from a close and sustained collaboration among the NPS, the Presidio Trust, and organizations such as the Golden Gate National Parks Association and others.

The Presidio Trust would build upon the NPS interpretive programs and provide leadership in enhancing the visitor experience through exhibitions, events, and cultural programs focused on broader aspects of the American experience, including those with a direct connection to Presidio resources.

Subject to financial considerations, the Trust would provide many of the sites and buildings that would host Presidio interpretive programs. The Presidio Trust would also work closely with non-residential park tenants to coordinate their participation. For instance, the Trust would encourage tenants to install interpretive exhibits consistent with Trust program goals. In addition, the Trust would provide information about practices and activities that occur "behind the scenes," including those that demonstrate the Presidio's efforts to become a model sustainable community.

NPS ranger-led walk

Interpretive Programs

"The intent will be to provide visitors with an interpretive experience that is enjoyable and inspirational, within the context of the park's tangible resources and the values they represent. In addition, visitors should be made aware of the purposes and scope of the national park system." (2001 NPS Management Policies)

Interpretive Themes

Interpretive themes for Presidio programs would look both forward and backward in time, linking the resources of the Presidio with the broader social history of our nation and the world of the future. Building on themes and stories identified in the GMPA, and in subsequent public workshops and planning efforts, interpretive programs would be instrumental in creating a vibrant and educational visitor experience.

Getting a lesson on the Main Post

The NPS and Presidio Trust are jointly working on a Presidio Interpretive Plan that will provide a framework for carrying out interpretive programs. The Presidio Interpretive Plan will look at Presidio stories, describe how they connect with one another, and identify where and how they can best be conveyed to the visiting public. Implementing the Presidio Interpretive Plan will involve the local community, educational institutions, Presidio residents, tenants, and other agencies. The Presidio Interpretive Plan will identify five over-arching themes for telling the Presidio's stories.

Military History

With its strategic location at the Golden Gate, the Presidio served as a military installation from 1776 until 1994 under the flags of Spain, Mexico and the United States. Presidio programs can reveal the history of the Presidio's native peoples, coastal defense, the Indian Wars, the development of aviation, innovations in military medicine, African-American Buffalo Soldiers and the later racial integration of the military, women in the Army, and the Japanese-American experience during World War II. Combining these Presidio stories with their social and historical contexts would create a rich and rewarding tapestry of meaningful and relevant history for Presidio visitors.

Crossroads of Culture

Many cultures have interacted at the Presidio. Long before European exploration, Native Americans knew well the land that would later become the Presidio. In the years that followed, the site played a part in Spanish colonization; Mexican settlement; English, American, and Russian trading; "Yankee" migration; and Asian immigration. The Presidio has also had a vital role in the development of San Francisco, a role that included providing for city residents following the devastating earthquake and fire of 1906. These aspects of the Presidio's history offer a wide range of stories linked to the social evolution of the United States.

Discovering Our Roots: National Japanese-American Historical Society event

Natural Systems

Today's Presidio is an island of refuge for biological communities within a dense urban environment, offering opportunities for appreciation and stewardship of natural systems. The park is home to more than 230 species of native plants, including 13 with rare and endangered status. The Presidio also provides habitat for several hundred species of wildlife, including 224 species of birds. In addition, the site holds important stories related to the geology and hydrology of the Golden Gate and San Francisco Bay, human impacts on the land over time, and the evolution of natural resources.

The Changing Landscape

The Presidio's landscape reflects more than 200 years of interaction between people and place. It reveals changes in physical development influenced by the site's geography, local and national historical shifts, changing social values, and technological advances over time. The Presidio's landscape can be used to tell a myriad of important stories. The transformation of the land by military planners and the construction of buildings in a succession of architectural styles connect with broader stories of human interaction with the environment. The geology and geography of the Golden Gate itself suggest stories of the evolution of Bay Area peoples and the use of Presidio land for temporary purposes, such as civilian refugee encampments after the 1906 earthquake and the extensive Panama-Pacific International Exhibition of 1915.

From "Post" to "Park": The Transformation of the Presidio

The Presidio Trust and the National Park Service are working together to transform the Presidio from a military post to a national park, a path-breaking story all its own. This unusual national park situation – the many historic buildings to be preserved, the valuable natural resources and systems to be protected and enhanced, the management commitment to sustainability, the Congressional mandate for financial self-sufficiency, the setting adjacent to a thriving urban center - creates a wonderful opportunity for the telling of a "transformation" story. The story has national and international significance as communities throughout the world face similar challenges brought about by changing societal needs, economics, and environmental and quality-of-life issues.

Museums & Institutes

MUSEUMS AND INSTITUTES

Under the PTIP, the Presidio would continue to be home to museums and institutions that offer a uniquely western perspective on the American experience and bring new thinking to issues facing current and future generations. These institutions would explore broad themes related to the Presidio's strategic location at the Golden Gate. Programs that tie these broad themes to the specific history of the Presidio would encourage visitors to explore other areas of the park. Museum and interpretive programs would offer a robust mix of activities, lectures, discussions, exhibits, festivals, and celebrations. Possibilities include:

Building 2 - Former Presidio Museum

- *An educational partnership or institute at Fort Scott* to promote the exchange of information and to develop new methods of teaching and learning. Advanced teleconferencing capabilities would allow ideas generated at the Presidio to be shared with people throughout the world.

- *A museum exploring the role of immigration* in the historic and ongoing shaping of the American experience. The museum could contain an interactive archive and genealogical research center where visitors could research specific people and cultures or record oral histories of their own. An affiliated center could weave together other aspects of the American experience as shaped by the west and pan-Pacific region, offering visitors a stimulating, personal view into chronicles of domestic migration, innovation, and technological advancement. Such a museum might be linked by ferry to the Angel Island Immigration Station.

- *A center devoted to America's national parks*, providing a unique view of the American experience and allowing visitors to learn about our nation's parks and the efforts that resulted in their establishment.

- *Interactive exhibits and ongoing projects on sustainability* that would showcase the Presidio's multi-faceted approach and provide a resource for individuals and communities interested in pursuing similar strategies elsewhere.

- *A Bay Area Museum and Resource Center* that consolidates collections from Bay Area national parks in cooperation with other museums in the Bay Area and beyond. A pending National Park Service proposal to establish such a center would also be explored.

Any future museums and programs at Crissy Field (Area B) or the Main Post would complement those already in place at the Fort Point National Historic Site, the Crissy Field Center, and the Exploratorium. Museums would be integrated with lodging, restaurants, and other visitor services. A public transit system would link the museums to other sites and services.

Visitors could personalize their experience through the use of interactive sound and image technology at these institutions. For example, people visiting Crissy Field could learn about the history of the Army airfield and early phases of military air power, or they might concentrate their time on marsh and native plant ecosystems or the past and future of transportation technology.

EXHIBITIONS, EVENTS, AND CULTURAL PROGRAMS

The Presidio encompasses many special places that are appropriate settings for programs and events with meaningful associations for millions of Americans. Under the PTIP, the Main Post and Crissy Field would continue to be the primary sites for hosting Presidio programs, in large part due to the unique built environment and open spaces found in these areas, as well as current visitor use patterns and ease of transit access. Smaller venues elsewhere in the Presidio may complement those at the Main Post and Crissy Field.

Building on each agency's respective expertise, the Presidio Trust and National Park Service would bring these places to life through compelling public activities and events that would continue some historic celebrations and establish new Presidio traditions. Local, national, and international groups could sponsor colorful cultural events in addition to those initiated by the Trust. Working collaboratively with the event sponsors, the Presidio Trust and the National Park Service would integrate interpretative and educational elements into events and festivals. An annual calendar of events would be developed to ensure that each event is coordinated and educational opportunities are maximized. The Trust would also initiate new events through outreach to other organizations.

Anticipated events would include the following:

- *Presidio Pasados*, an annual event each June commemorating the establishment of San Francisco, would be expanded into a week-long series of activities focused on history, natural history, culture and archeology. This expanded celebration may involve Los Californianos, descendants of the early Spanish settlers, as well as representatives of Ohlone tribes who may perform song and dance and demonstrative native crafts.

- *Memorial Day and Veterans' Day celebrations* would continue with programs commemorating historic events and military associations with these holidays, using the symbolic and memorial setting of the San Francisco National Cemetery, managed by the Veterans Administration.

Presidio Pasados reenactment of the de Anza expedition, summer 2000

Exhibitions, Events & Cultural Programs

- *Community-sponsored traditions* such as the Halloween Parade and Haunted House, a Day of Thanks to celebrate Thanksgiving, the Christmas Tree Lighting Ceremony, and other social events that bring together tenants and residents of the Presidio would continue. A community garden for residents at the Presidio would be maintained and perhaps expanded as a means of bringing residents together.

- *Military programs* may be offered to re-create the traditions of the Presidio's army history.

Exploring archeology on Funston Avenue

- *Small, informal outdoor concerts and performances* would lend a feeling of liveliness to the park and would encourage people to visit the Presidio regularly to join in the activities. Gallery spaces, occasionally overflowing out-of-doors, would enliven the site.

- *Folklife festivals* serving a national audience could showcase many forms of cultural expression, giving visitors an opportunity to appreciate both America's heritage and the traditions of others.

- *Special events such as marathons or bike rides* would offer visitors special opportunities to enjoy the Presidio's scenic and recreational resources. Such events could terminate within the large space of the Main Parade ground, allowing participants to appreciate the stately presence of the Main Post. Here, at the hub of the former Army post, historic buildings and beautiful bay views establish a setting for human creativity, recreation, and community. A number of venues at the Main Post, including the Presidio Officers' Club, the Herbst Exhibition Hall, the Golden Gate Club, and the large open parade grounds, would host programs.

A Presidio Trust pilot program known as "At the Presidio" was recently established to bring traveling exhibitions and events to the park. This pilot program would be expanded to include a host of cultural programs produced at the Presidio or drawn from national and international museums and cultural institutions, including performing arts, dance, and theatrical events that represent the diverse cultures of the American West and Pan-Pacific region. Exhibit programming would also be developed to provide coordinated lecture series and events in conjunction with "At the Presidio" exhibitions, either sponsored by the Trust or organized by tenant and community partners. The historic Officers' Club has been rehabilitated and includes a state-of-the-art exhibition hall to support these projects.

COMMUNITY STEWARDSHIP, SUSTAINABILITY, AND RESOURCE EDUCATION PROGRAMS

There are few places in America like the Presidio, where the community plays such an important and integral role in the management and stewardship of a park's natural resources. Since 1994, community volunteers, youth, corporations and organizations have contributed several hundred thousand hours of support in restoring rare habitats, growing and planting thousands of native plants, and stewarding the park's once vast natural resources. To date, volunteers have carefully protected and tended the marsh and dune restoration at Crissy Field, the dunes of Baker Beach and Lobos Valley, and the grasslands at Inspiration Point. As a result of this tremendous participation, the Presidio's community stewardship program is one of the largest in the country.

Ongoing Stewardship Programs

Under the PTIP, the Presidio Trust, in collaboration with the National Park Service and Golden Gate National Parks Association, would continue the commitment to providing and building volunteer-based stewardship programs. These programs would involve individual Presidio residents and people from the wider community. Schools, youth groups and organizations would also have opportunities to participate in volunteer workdays and other stewardship efforts at the park. Outreach to underserved communities would be an important component of these programs.

Historic resource stewardship programs would also be significantly expanded to provide volunteer opportunities and promote greater awareness of understanding of historic preservation and archeology at the Presidio. The Trust would establish a program offering training in historic building and landscape preservation for both experienced tradesmen and new entrants into the field. The training would also cover green building technologies and the challenges of combining sustainability and historic preservation goals. An existing archeology partnership with nearby universities would be enhanced to involve students, community volunteers and the visiting public in research related to discovering the Presidio's past, particularly in the Funston Avenue and El Presidio areas.

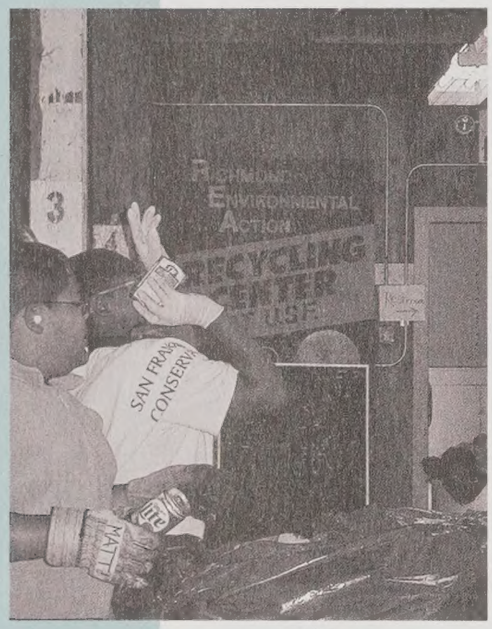
Planting at Vegetation Management Plan pilot project

The Trust would continue to foster long-term working partnerships and would diversify the interactive environmental opportunities available for volunteer participation. Watershed-based education and stewardship programs, such as those coordinated by the Academy of Sciences at Mountain Lake and the Urban Watershed Project in Tennessee Hollow, would continue to contribute to the monitoring of the park's diverse aquatic resources. A community-based trail stewardship effort would be launched upon the completion of the Presidio Trails and Bikeways Master Plan. Programs providing communities with information about natural resources, recycling, composting, and community gardening would continue. Outreach to local schools would be expanded, while opportunities to reach diverse audiences would be sought. Through these combined efforts, the Trust and National Park Service would enable local, national, and international participants to develop an understanding and appreciation of the Presidio's natural resources and open space.

Community Stewardship

Sustainability and Resource Education

An enhanced sustainability program would demonstrate sustainable practices to local, national, and international visitors, educational institutions, interested organizations, and other land management agencies. The program would enable students and visitors to experience the full range of issues and activities that comprise the practice of sustainability. It could offer hands-on stewardship opportunities in both native and cultural landscape plant nurseries, as well as interactive exhibits on habitat restoration techniques and practices.



Volunteers at Presidio Recycling Center

The Trust has developed and would continue a waste management education program for the community, including a curriculum for youth groups on recycling and composting. Other resource education programs would cover energy efficiency and water conservation as well as the park's natural resources, innovative technologies, and sustainable practices.

Involving the Presidio Community

Presidio programs are proposed to be provided through collaboration of the Presidio Trust, the National Park Service, the Presidio's resident and tenant community, and other organizations and individuals. Delivering a set of high-quality and well-coordinated park programs would require devising a means for coordinating the creative and financial contributions of a variety of organizations. (See further discussion under "Funding and Delivery of Presidio Programs.")

Park tenants and residents are also potential audiences for special programs that focus on creating a lively and enriching community experience and achieving park sustainability goals. The Trust, separately or together with community partners, would provide opportunities for Presidio residents and employees to participate in stewardship programs and volunteer workdays, attend lectures and presentations, and enjoy events and other festivities. Examples include the following:

- The "At the Presidio" pilot program may create special "Community Nights" with opportunities for employees and residents to view exhibitions and participate in associated activities. "At the Presidio" would also create opportunities for community members to participate in these exhibitions by serving as docents for other visitors.

- "Rebuild Presidio," a local subset of the Department of Energy's Rebuild America program, would continue as a partnership of the Trust and the Presidio Alliance. Rebuild Presidio promotes greater energy efficiency and energy conservation through promotional events and educational programs for tenants and residents.

Community volunteers helping with composting project

San Francisco Conservation Corps studying Presidio vegetation

- Transportation demand management programs would raise resident and employee awareness of transportation alternatives by demonstrating new electric vehicle technologies, organizing events to encourage carpooling and vanpooling, hosting "Bike to Work Day" or "Try Transit Week" activities, and participating in employee orientation sessions.

- Employee volunteer days, lunchtime walks, orientation talks for new residents and employees, and neighborhood-based programs would continue as ongoing efforts to engage the Presidio community in understanding, protecting and restoring park resources.

FUNDING AND DELIVERY OF PRESIDIO PROGRAMS

Under the PTIP, program quality and quantity would depend on the Trust's ability to generate lease revenue, as well as the extent of philanthropic support received for Trust and National Park Service programs. The success of Presidio programs would also rely on the ongoing collaboration between these two agencies, working in partnership with other organizations, for program planning and delivery. Partners would be sought to offer high-quality programs covering cultural, environmental, and other park resource subjects.

Program Funding

Currently, both the Presidio Trust and the National Park Service dedicate funds annually to park programming. From annual appropriations, the National Park Service funds interpretive rangers and visitor center activities. The Presidio Trust contributes to interpretive programs, supports nursery, stewardship and archeology programs, and funds "At the Presidio" exhibits and events. Of necessity, financial considerations play a significant role in both Presidio Trust and National Park Service decisions about public programming.

To continue to offer exciting programs, the Presidio Trust would rely on a variety of funding sources and programmatic partnerships. Creating a dynamic national park site offering high-quality interpretive, educational, cultural, stewardship and recreational programs would require significant philanthropic support in addition to the funding that can reasonably be expected from Trust revenues.

Funding & Delivery

"(e) Donations. – The Trust may solicit and accept donations of funds, property, supplies, or services from individuals, foundations, corporations, and other private or public entities for the purpose of carrying out its duties." (Presidio Trust Act)

The level of programming at the Presidio would depend in part on the ability of the Trust to meet its financial mandate and its revenue goals. To a large extent, program funding would be derived from Trust-generated revenues, supplemented by financial and in-kind donations. Because the Trust would provide much of the funding for Presidio programs, decisions about how, where, and when programs are offered would be made with the Trust's overall financial goals in mind. As with park preservation and site enhancements, programs would be viewed in the context of the park's overall financial viability.

Program costs include both one-time capital investments and annual operating expenses. These costs would be funded through a combination of program revenues (e.g., admission fees), general Trust revenues generated mainly from leasing activity, financial and in-kind contributions from park tenants and community partners, and philanthropic support. The PTIP assumes that a minimal level of programming would be funded annually from the Presidio Trust's operating budget. This line-item would increase steadily over time, depending upon the success of the Trust's financial management program. Feasibility studies that explore a variety of funding options and linkages to other revenue-generating options would be conducted as part of the next stage of program implementation and site-specific planning.

Table 3.1 lists potential programs that could be supported at the Presidio in the future, as described in this draft Plan. The costs include one-time capital investments as well as annual costs.

TABLE 3.1
POTENTIAL PROGRAMS

Program	Estimated One-Time Cost	Estimated Annual Costs
Smaller Musuems**	$2-5 million*	$500,000
Institute at Fort Scott	$50-60 million	$10 million
Enhanced Interpretation Programs	---	$1 million
Expanded Presidio Nursery	$1-2 million	$500,000
Park Museum Management and Collections Fund	$11 million	---
Festivals and Events**	---	$2.2 million
Traveling Exhibitions and Programs**	$1.5 million	$1.5 million
Major Museums**	$25-45 million each*	$3-6 million each
Enhanced Visitor Center	$5 million	---
Meeting and Teleconferencing Center	$2-3 million	
Natural Areas Stewardship	$1.2 million	$780,000
Trail Stewardship	$350,000	$250,000
TOTAL	**$99.05-$135.05 million**	**$19.73-$22.73 million**

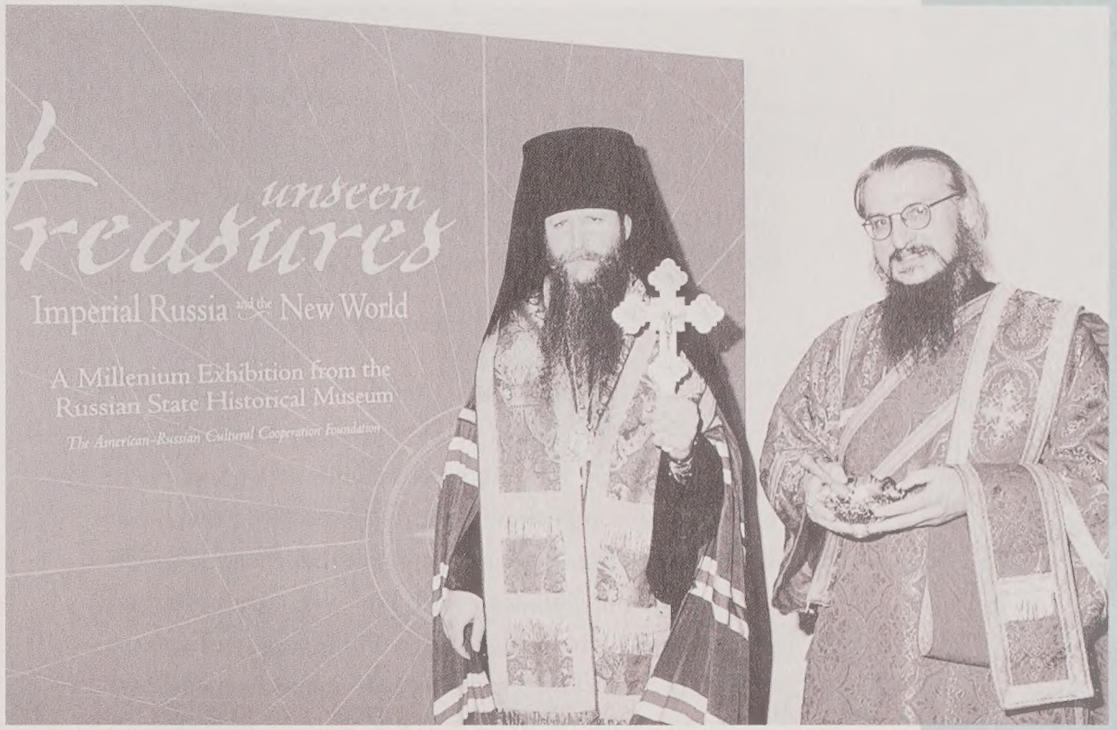
*Assumes use of existing buildings
**Assumes no outside sponsorship

Program Delivery

Under the PTIP, the park's programmatic palette would evolve as new facilities are brought on-line, partners are identified, and funding is secured. In the next few years, the schedule of programs would include exhibits, public events, and festivities. To ensure consistency and coordination among programs and to promote programmatic collaboration among Presidio tenant organizations, the Trust would play a significant role in the delivery of programs.

As tenants and residents come and go at the Presidio, the Trust, working with the National Park Service, would ensure that their successful programmatic contributions continue to flourish at the park. The Trust would also seek out key cultural program partners to secure cultural and financial resources beyond those available through regular tenant organizations. This effort would involve not only those cultural organizations that seek long-term presence at the Presidio, but also organizations interested in sponsoring, supporting, or undertaking special activities in support of the Presidio programs effort.

Tenants of the Presidio would be asked to provide support for park interpretation and cultural programming. Tenants could support park programming in a variety of ways – by directly providing a program to park visitors, by contributing financially, or by offering in-kind services to a park program. In selecting tenants for the park, the Presidio Trust would determine on a case-by-case basis what type of programmatic contribution is most appropriate. For example, tenants with organizational missions that may not lend themselves to the direct provision of programs may be asked to contribute funding or in-kind services instead. Primary tenants in key historic buildings that are important venues for telling stories linked to the Presidio's interpretive themes would be asked to work with the Presidio Trust and the National Park Service to provide a coordinated series of public exhibits. The Trust would coordinate tenant contributions to ensure that the Presidio's programmatic goals are consistently achieved. With these considerations in mind, tenants would be selected in part for their willingness and ability to support park program goals.



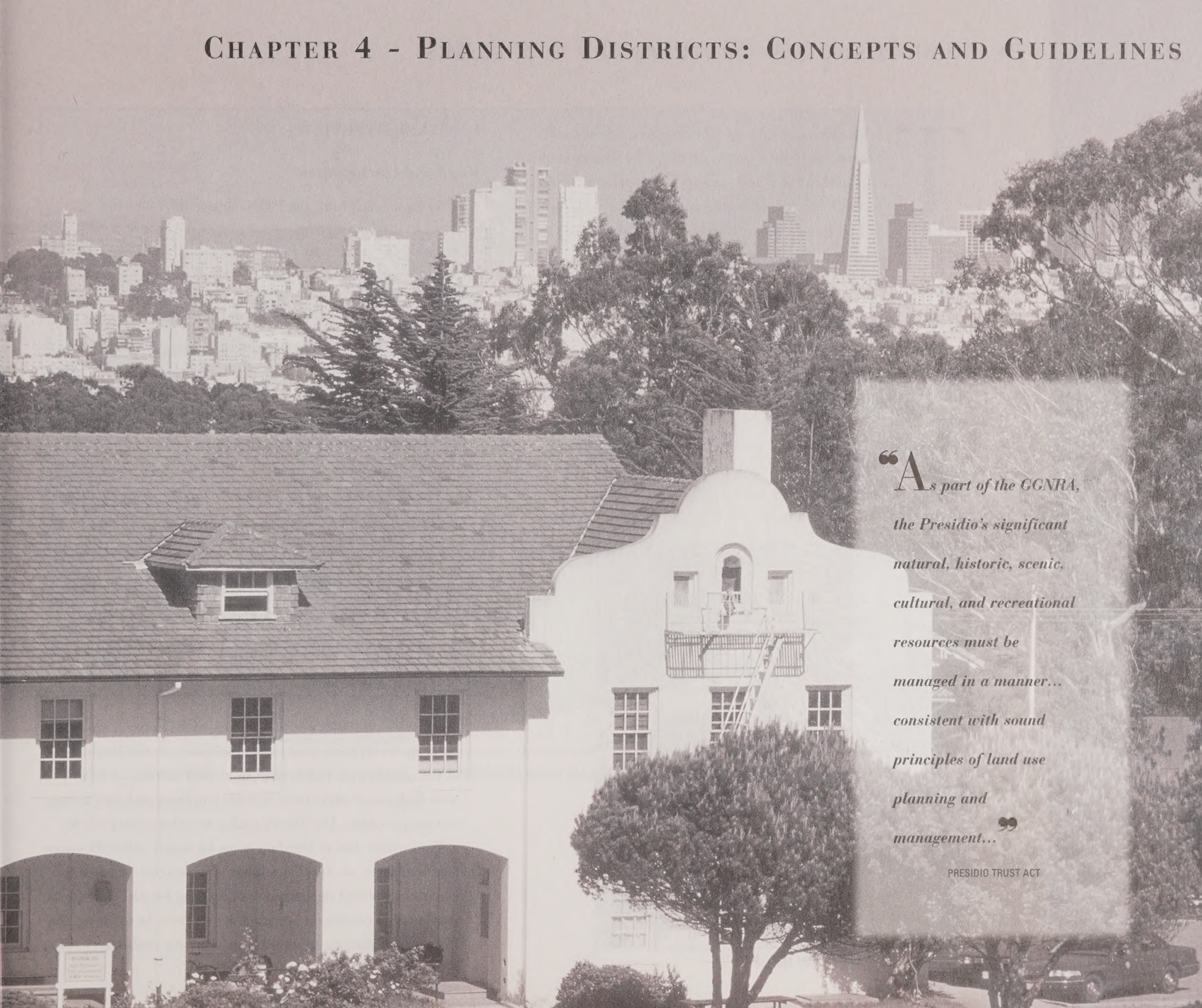
Russian Treasures exhibit, March 2001

This approach represents a different path to providing Presidio programs than was assumed in the GMPA. In addition to traditional National Park Service interpretive programs, the GMPA assumed that tenant organizations or park partners with a business purpose or mission related to program themes designated in the GMPA would be the main providers of park programs. The GMPA thus considered tenants as sources both of public interest programs related to their business missions and of income adequate to sustain the park economically.

Crissy Field opening celebration, May 2001

Under the PTIP, the Presidio Trust proposes, based on its experience and financial projections, that tenants not necessarily connected to specific programs become, to a great extent, the means for accomplishing program goals. Not every tenant would be required to have a mission that serves a specific program theme. Tenants could, however, ensure that park programming would be supported in a variety of ways, as outlined above. Thus, while tenants would be asked to collaborate with the Trust and the National Park Service in the provision of Presidio programs, they would not be the primary program providers. This change from the GMPA is proposed in order to ensure that a consistent and well-coordinated set of programs is provided for the public even as tenants may change over time. The proposed approach would also help to prevent duplication in the allocation of scarce program resources.

Chapter 4 - Planning Districts: Concepts and Guidelines



"As part of the GGNRA, the Presidio's significant natural, historic, scenic, cultural, and recreational resources must be managed in a manner... consistent with sound principles of land use planning and management..."

PRESIDIO TRUST ACT

Land Use Overview

The Presidio of the future will contain a vibrant mix of tenants and land uses, and will offer dramatically expanded cultural and educational programs. This vision for the future will be accomplished with no net increase in building area and with a substantial increase in acres of open space.

This chapter sets forth a blueprint for future land use, design, access and circulation within Area B of the Presidio. It provides for protection and enhancement of Area B by translating the Trust's vision for the Presidio and the planning principles (Chapter 2) into a broad land use plan. The chapter begins with an overview of proposed land use for Area B as a whole, and then sets forth a summary of specific planning concepts and guidelines for each of Area B's seven planning districts. Relevant passages from the GMPA are included verbatim to emphasize the strong relationship between the PTIP and the GMPA.

Fragment of 1870 map of the Main Post

LAND USE OVERVIEW

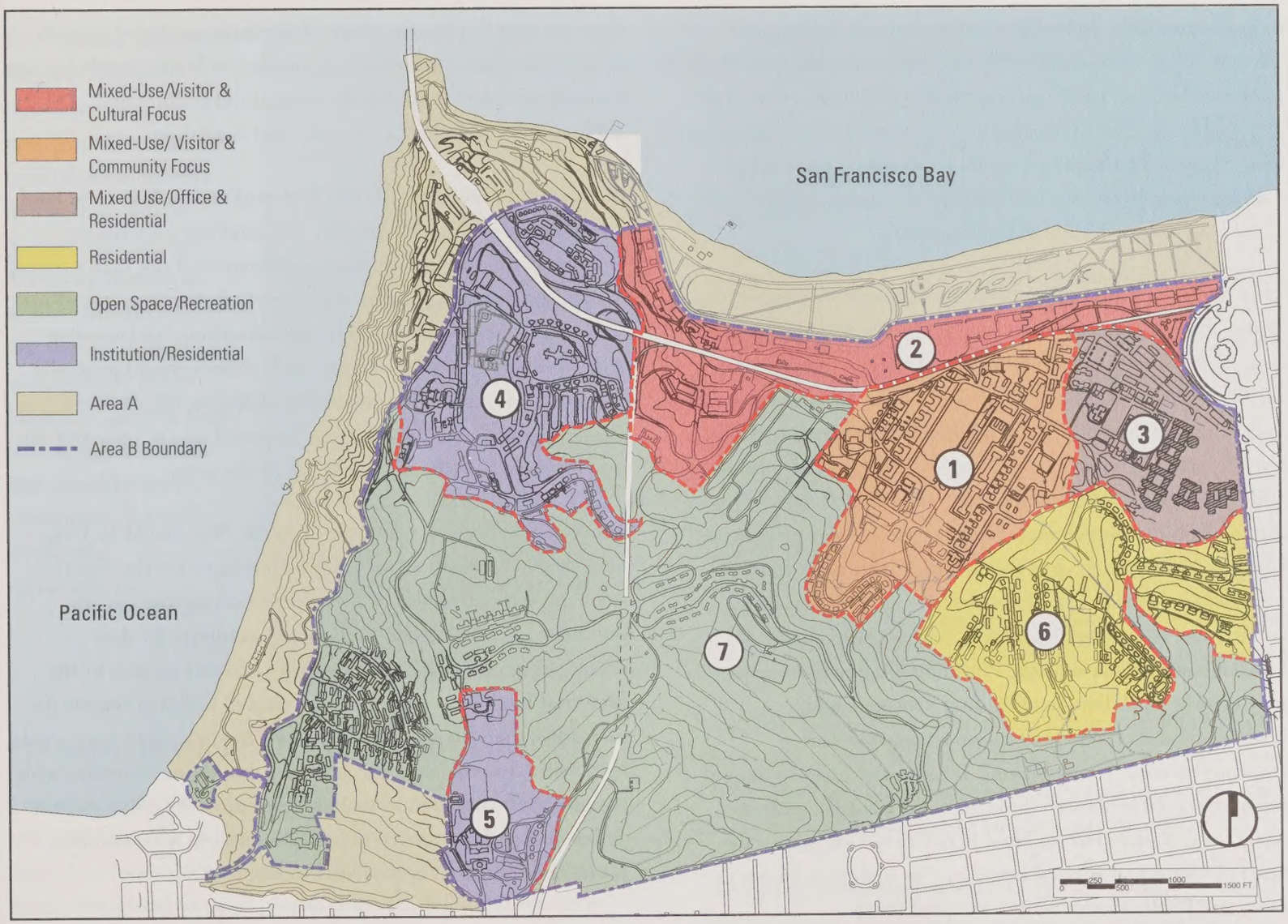
Key Land Use Features

Key land use features of the PTIP include the following:

- *More Open Space.* The Plan would create an open space corridor in the southern part of Area B and increase open space by about 97 acres. Removal of non-historic housing in the South Hills district would offer an opportunity to restore natural habitats, enhance stands of forest, and provide a swath of open space for visitor use and enjoyment. Housing would not be removed until and unless replacement housing is provided via conversion of existing buildings or new construction in other areas of the park.

"Over the years patterns of use have evolved that now help to define the Presidio's landscape. Intensively used areas have been concentrated in the northern part of the site while areas in the south and along the coast have remained more natural and have experienced less activity and development. These overall use patterns will be respected as the post is transformed into a public park." (GMPA, page 56)

- *Building and Activity Core.* Buildings and activities, including housing, workplaces, and visitor amenities, would be clustered in the northern part of Area B, in already-developed areas with high concentrations of historic buildings and easy access to transportation. The Trust's goal is to reduce today's 5.96 million square feet of building space by nearly 400,000 square feet, over time, to only 5.6 million. A pedestrian-oriented community would be created with housing located close to employment centers and community services. In so doing, the Plan would offer an opportunity to reinforce community life,



1. Main Post **2. Crissy Field** **3. Letterman** **4. Fort Scott** **5. Public Health Sevice Hospital** **6. East Housing** **7. South Hills**

Figure 4.1: Future Land Use

reduce automobile dependence, increase use of transit, and advance tenets of sustainability. Emphasis would be placed on providing housing by converting existing buildings, either from non-residential uses to housing or from larger housing units to smaller units. This approach, complemented by some infill housing construction, would increase the number and diversity of housing units available at the Presidio.

- *More Space for Cultural/Educational Programs.* To support the Trust's commitment to programs fostering the Presidio's growth as a major center for arts, culture, innovation, and education, the Plan calls for making a significant amount of additional building space available for cultural and educational activities. Existing spaces may serve programs as varied as museums, arts and education, historic and natural resources, and outdoor activity and interpretive sites. Space for interpretive programs would be developed in close collaboration with the National Park Service. Depending on the specific programs involved, cultural and educational uses could occupy a wide range of building and outdoor settings. Providing programming space may involve rehabilitation of existing structures and landscapes, and in some circumstances selective new construction could be considered. Tenant- and Trust-sponsored programs could be located throughout the Presidio, with sites likely to be clustered in the Main Post/Crissy Field area – the heart of visitor and cultural activities – as well as in the Fort Scott and Public Health Service Hospital districts.

Land Use Preferences

As illustrated in Figure 4.1 (Future Land Use) and Figure 4.2 (Planning Districts), the Plan would establish seven planning districts: Main Post, Crissy Field (Area B), Letterman, Fort Scott, Public Health Service Hospital, East Housing, and South Hills. The seven districts are derived from the 13 planning areas delineated in the 1994 GMPA and have been further refined to reflect the PTIP's focus on Area B. Planning district boundaries are based on each area's historic uses; jurisdictional boundaries; human-made features such as roads, fences, and walls; and natural features and demarcations, including topography and vegetation.

As shown in Figure 4.1, the PTIP would establish general land use preferences for each district. The land use preferences would incorporate one or some combination of the Plan's overall themes: open space and natural resource protection, mixed-use community, visitor-serving cultural attractions, and learning and knowledge-sharing centers. Each district would generally be more than a zone of uniform or single use; the district's existing features would guide the preferred mix of uses and the intended general character and feel of the area.

The land use preferences outlined in the Plan would be long-term goals. Various factors – the requirement for the Trust's financial self-sufficiency, the wisdom of occupying historic buildings to ensure rehabilitation and minimize further deterioration, an inability to interest potential tenants in the preferred land uses – may at times lead to building rentals for uses other than the stated preferences. In such cases, care would be taken to provide only for activities that do not interfere with the preferred uses, and to include lease provisions that permit dedication of the property to preferred uses at a reasonable future time when an opportunity exists.

Proposed Building Area

The Plan's goal is that total building area in Area B not exceed 5.6 million square feet, nearly 400,000 fewer square feet than exist in the planning area today. The Plan would establish a maximum building square footage for each planning district, as shown Table 4.1. Maximum building areas would be based on land use concepts for each district and for Area B as a whole, as well as each district's capacity to absorb new development.

The building area total for each district represents the anticipated maximum level of development. Actual built square footage may be less. Actual building area would ultimately be determined through more specific future plans and projects that fully consider historic and natural resource constraints, market conditions, and program opportunities.

TABLE 4.1
AREA B PLANNING DISTRICTS - PREFERRED LAND USES, EXISTING AND PROPOSED BUILDING AREAS

Planning District	Preferred Land Uses	Existing Total Building Area (Square Feet)	Proposed Building Area (Square Feet)	Maximum Net Change in Bldg. Area (Square Feet)
Main Post	Visitor reception and community-serving uses including cultural, educational, office, lodging, housing, retail, and recreation.	1,150,000	1,220,000	+70,000
Crissy Field (Area B)	Visitor destination uses including cultural, educational, lodging, and recreation.	610,000	690,000	+80,000
Letterman	Mixed uses including office and housing.	1,360,000	1,470,000	+110,000
Fort Scott	Institutional campus uses including research, educational, conference, lodging, office, and housing.	800,000	900,000	+100,000
Public Health Service Hospital	Educational, institutional, conference facilities, and/or housing.	400,000	400,000	0
East Housing	Residential community uses including housing and open space.	650,000	620,000	-30,000
South Hills	Open space uses including nature preserves, recreation, and visitor amenities.	990,000	300,000	-690,000
	TOTAL	**5,960,000**	**5,600,000**	**-360,000**

PLANNING DISTRICT CONCEPTS AND GUIDELINES

The sections that follow set forth specific planning concepts and guidelines for each of the Presidio's seven planning districts. These concepts and guidelines would inform future design-level land use and project decisions following from the PTIP. For each district, the discussion provides:

An **Overview** that outlines the PTIP's overall intent for the district, including land use preferences and maximum allowable building area.

A **Planning Concept** section that describes the district's physical and historical setting; its proposed character, land use, and open space characteristics; and proposed access and circulation features. Throughout this section, the PTIP's close relationship to the GMPA is illustrated through excerpts from GMPA. The Planning Concept sections would be an important guide for future planning and building use decisions.

A **Planning Guidelines** section that identifies the key character-defining features of the district and establishes guidelines to direct future changes, including potential new construction, consistent with National Historic Landmark District standards. The guidelines are organized by categories of features relating to *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes*. The guidelines address overall spatial organization and land patterns, buildings and structures, open space, vegetation, views, and circulation and access.

Figure 4.2: Planning Districts

1 Main Post

Heart of the Presidio/Visitor and Community Center

The Main Post would be a focal point for the park's visitor and community-related activities, including cultural programs. The district's rich historic architecture would be preserved. The Main Post would host diverse uses, including visitor amenities, small-scale retail, office, residential, and community support services. The historic parade ground would be re-established, and other outdoor spaces would be brought to life for a variety of outdoor activities.

2 CRISSY FIELD (AREA B)

Cultural and Recreational Destination

Area A of Crissy Field is a popular visitor destination; Area B of Crissy Field would complement Area A and be an extension of the Main Post's setting for cultural and community programs. The area south of Mason Street would feature services for visitors, including museums, other cultural and educational facilities, lodging, and bayfront recreation.

3 LETTERMAN

Mixed-Use Community

This district, adjacent to the Lombard and Gorgas Avenue gates, would house the Letterman Digital Arts Center, a new complex of buildings and open space to be occupied by one of the region's most creative and innovative enterprises. A blending of new and old, the Letterman district would be a tight-knit building complex of offices, some housing, and formal open spaces.

4 FORT SCOTT

Contemplative Campus

Fort Scott would be the "philosophical heart" of the Presidio, a contemplative setting for the pursuit of new solutions and technology for resource management and environmental, cultural, and economic sustainability. The predominant land uses would be educational, retreat, and conference facilities, with some lodging, offices, and housing.

5 PUBLIC HEALTH SERVICE HOSPITAL

Educational and Residential Area

The former Public Health Service Hospital would be a self-contained campus; preferred uses would include educational, institutional, or conference facilities and/or housing.

6 EAST HOUSING

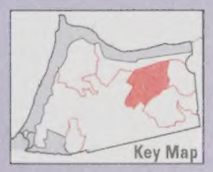
Residential Community

The East Housing planning district, adjoining the Letterman district, would continue to be a primary residential area close to work sites. Some non-historic buildings may be removed and the Tennessee Hollow stream corridor would be restored. Some infill housing may be integrated with existing historic structures to create a pedestrian-scale, neighborhood environment.

7 SOUTH HILLS

Open Space and Recreation

The Plan proposes removal of a significant number of non-historic buildings and associated streets in this district to restore open space. This change would allow restoration of natural resources with enhancement of visitor access and recreational opportunities. Some residential uses would continue in this area.



MAIN POST DISTRICT

Overview

The Heart of the Presidio

"The Main Post will remain the center of the Presidio community and the focus of activities. This area, more than any other, reflects the origins of the post and U.S. Army's transformation from frontier guardian to international peace-keeping force... organizations based here will offer an exciting array of programs and exhibitions. The Main Post will serve as a microcosm of the larger Presidio visitor experience, evoking the flavor of the past, offering activities for the present, and exploring ideas about the future." (GMPA, page 58)

Under the PTIP, the Main Post would continue to evolve into a vibrant center, as envisioned in the 1994 GMPA. The district would encompass a wide range of uses including visitor amenities; cultural and educational programs; small-scale retail, office, and community support services; and meeting places. In light of changed circumstances, land uses and program themes would be somewhat more diverse than those described in the GMPA. Under the PTIP, the Main Post would serve both as a focal point for visitor orientation and also as a mixed-use community center where people live, work, and enjoy themselves. The Main Post's collection of historic buildings, representing the Presidio's broadest range of architectural styles, would be preserved and rehabilitated; non-historic buildings would be removed where appropriate and some new construction, sited to reinforce historic patterns of spatial organization, may be considered in the future.

Main Post: Visitor and Community Center	
Planning District Area	120 acres
Existing Total Building Area	1,150,000 square feet
Proposed Total Building Area	up to 1,220,000 square feet
Land Use Preferences	cultural, educational, office, lodging, housing, retail, recreation

Planning Concept

Setting

In 1776, early Spanish explorers chose the gently sloping land in front of what is now the Officers' Club as the site for a new presidio, or garrison, for their northern frontier. As a presidio, and later as an American military base, the Main Post was prized for its commanding views of the Golden Gate, the bay, and the harbor. Since then, over its 225-year history, the Main Post has remained the center of the Presidio and has experienced continuous expansion and redevelopment. A range of architectural styles and formal landscapes illustrate the complex layering of construction over time, creating an apt setting for the telling of many of the Presidio's stories.

Up until the U.S. Army's departure, the Main Post functioned as the administrative heart of the Presidio. Today its 138 buildings (110 historic and 28 non-historic) house administrative, community, residential, and support services.

Proposed Character, Land Use and Open Space

"Most first-time visitors will want to begin their experiences at the Main Post. At a new museum/visitor center they will learn about the important resources and stories of the Presidio. Here visitors can also learn about the opportunities available throughout the Presidio and Golden Gate National Recreation Area and receive assistance in planning their visits, matching their interests and abilities with places and activities throughout the park." (GMPA, page 59)

"Much of the space at the Main Post will be devoted to activities that involve the visiting public. As the civic and visitor center, the Main Post will also provide essential services for park residents, staff and visitors. Services will include food services, a convenience store, a post office and some recreational facilities." (GMPA, page 61)

The Main Post's rich collection of historic buildings and landscapes would be the backdrop for visitor programs and provide a setting for businesses, organizations and Presidio community services. Significant open spaces would be preserved and restored. Visitors would be able to take a walk following the Post's sequence of development from its origins, visit museums, participate in special programs, or get a meal. Others might plan to spend an evening at the Main Post Theatre or a weekend day attending a festival on the Main Parade ground. (See Figures 4.3 and 4.4.)

"The Main Post will be a focal point for interpreting the Presidio's military history. Other buildings and landscape features will be preserved, rehabilitated and used to interpret the evolution of the post over time." (GMPA, page 60)

"The only known aboveground remains from the Spanish/Mexican period of occupation are the remnant adobe walls in the officers club south of the main parade ground. These remnants will be studied, and the location of 'cornerstones' of the original Spanish presidio will be verified through archeological investigation. The perimeter of the quadrangle, which stood through the late 18th and 19th centuries, will then be delineated to commemorate the post's founding and subsequent development." (GMPA, page 58)

The restoration of the Main Parade ground and the "El Presidio" plaza would create a new focus for a variety of visitor activities and transform the quality of the open space setting. This rich cultural microcosm would be accented to the east by the restored Tennessee Hollow creek and riparian corridor, and to the south by enhanced upland forests.

"The stately aura of the Main Post will be enlivened with the spice and color of festivities...Activities may include outdoor gallery exhibits or small informal performances and concerts. A lively, inviting public space will be created at the main parade ground to complement and support activities in the surrounding buildings. Artwork elements may be installed at locations where they best contribute to park purposes and do not compromise the historic integrity of the site. Military pageants, including cannon salutes, bands and parades, and multicultural demonstrations will commemorate the Presidio's past and celebrate its future." (GMPA, page 61)

Aerial view of Main Post, 2001

"The organization of buildings and roads encircling the parade grounds and oriented towards the bay will be preserved as the area is rehabilitated for adaptive uses, and non historic buildings will be removed where appropriate. Important streetscapes along Montgomery and Funston

avenues will be rehabilitated to interpret the post's development over time...Most of the pavement on the main parade ground will be removed, and this public open space will be restored to provide a setting for ceremonies and celebrations. Historic circulation patterns, including pedestrian connections between areas of the Main Post, will follow historic routes as much as possible." (GMPA, page 58)

In addition to being a focal point for visitor orientation, the Main Post would be a busy, mixed-use community where people live, work, and play. Preferred uses would include cultural/educational, office, lodging, small-scale conference, recreation, residential, and supporting retail services. Existing administrative and operational functions, such as the Fire Station, Trust Headquarters, NPS Visitor Center, and Presidio Community Center, would remain at the Main Post. Most existing historic buildings at the Main Post would be rehabilitated and leased for new uses. Non-historic structures would be demolished, as appropriate; other key facilities, such as the child care center, would be retained. As the Main Post retains a high degree of historic integrity, building additions or new infill construction would be carefully integrated into the Post's cultural landscape and carried out in accordance with the proposed planning guidelines (see below).

Proposed Access and Circulation

"The Main Post will be the central arrival area for Presidio visitors. The [Park Service] will cooperate with local transit agencies to improve public transit to key destinations within the Presidio, including a new transit hub at the northern end of the central Main Post to provide direction information and transportation options for visitors. An information and waiting area will be designed to provide a pleasant transit experience. To reduce the need to drive and park within the site, a shuttle bus system will connect the transit hub to other major destinations.

1. Main Post
2. Crissy Field
3. Letterman
6. East Housing
7. South Hills

Figure 4.3: Main Post District Area

A lively pedestrian district will be created within the Post to establish a network of pathways to link buildings and public outdoor spaces. Seating will be provided at sunny, sheltered spots with good views; and drinking fountains, night lighting and plantings will be included to make the paths more convenient and attractive. New sidewalks or separate pedestrian paths will be established in some areas to link key sites and connect the Main Post to Crissy Field." (GMPA, page 62)

The Main Post would become a lively pedestrian district as envisioned by the GMPA. Primary access to the Main Post would be from Lincoln and Arguello Boulevards. Internal

District Boundary
Area B Boundary
Historic Buildings
Non-Historic Buildings
Areas of Existing Development
Doyle Drive
El Presidio Boundary

Site Acreage	120
Existing Building Square Footage	1,150,000
Proposed Building Square Footage	up to 1,220,000

Main Post is proposed to be an active, visitor-and-community-serving precinct in an historic setting, with an integrated mix of cultural, office, lodging, residential, retail, and recreational uses.

Figure 4.4: Main Post District Concept Plan

shuttle bus routes would start and end at the Main Post and loop around to other Presidio destinations. An extensive network of pedestrian and bicycle paths would be established to link key sites at the Main Post and Crissy Field. A new transit hub/transfer point may be established at the north end of the Main Post, near Crissy Field. The planned reconstruction of Doyle Drive could provide visual and physical reconnections between the Main Post and Crissy Field and well as direct access from the new roadway.

Restoration of the historic parade ground would reduce the number of parking spaces at the Main Post. To meet the parking needs of the Main Post and Crissy Field (Area B) districts, the Trust would consider options for parking, including underground parking.

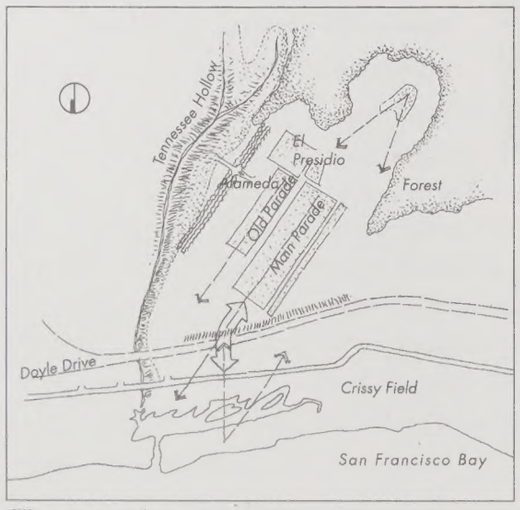
Planning Guidelines

The proposed planning guidelines respond to the key character-defining features of the Main Post. The guidelines conform to *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes.*

Spatial Organization and Land Patterns

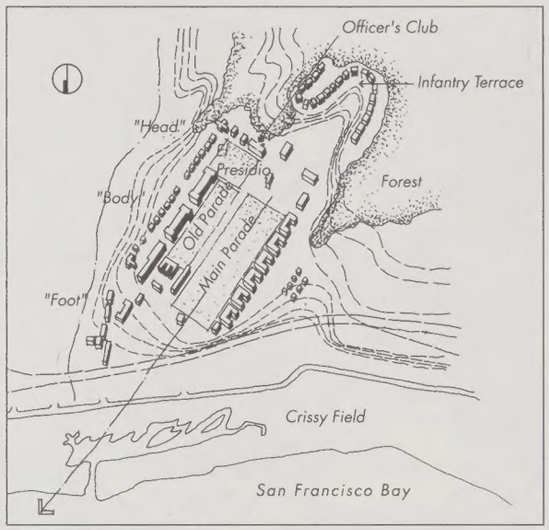
Contrasts Between the Natural and Built Environments. The Main Post is part of the more-developed and relatively dense northeastern area of the Presidio. Throughout its history, the rectilinear organization of the Main Post has stood in contrast to the curving forms of the surrounding hills and valleys.

"Layering" From Three Eras. Since the time of the 1776 "El Presidio," the buildings at the Main Post have been organized on a northeast/southwest grid to frame central open spaces or parade grounds. Today, the Main Post is distinguished by clusters of buildings organized around three historic open spaces dating from different eras: the original El Presidio plaza, a Civil War-era parade ground, and the Main Parade ground built in the 1890s. These building clusters give the post its dominant orthogonal military character. Although still apparent, the spatial enclosure of all three historic open spaces has been compromised over time. (See Figure 4.3.)



Three central open spaces

Hierarchical Organization. Another key characteristic of the Main Post is its hierarchical organization from top to bottom (south to north). The "head" of the post is located at its high end with commanding views across the Main Post and the Bay beyond. It includes the Infantry Terrace, the Chapel, Officers' Club and theater. The mid-section, or "body," of the post consists of parallel, repetitive rows of barracks that step down the gentle slope and face the grounds. Finally the bottom, or "foot," of the post is a collection of service-oriented buildings set atop a bluff overlooking Crissy Field and the bay.



Hierarchical organization oriented toward the bay

GUIDELINE

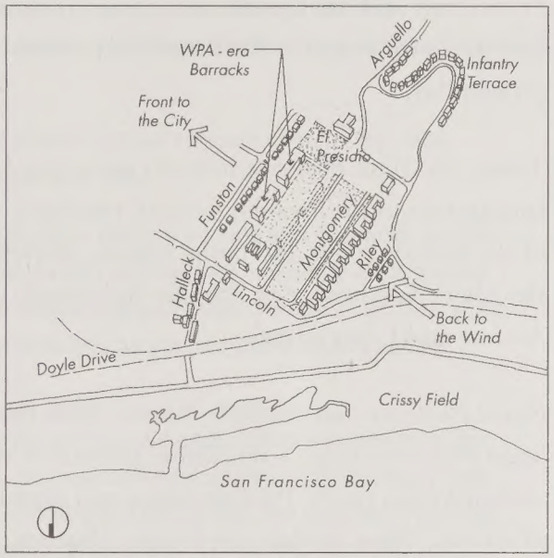
- Re-establish the Main Post as the "heart of the Presidio" through rehabilitation, reuse, and interpretation of historic buildings, open spaces, and natural and archeological resources. Consider selective placement of compatibly-scaled infill construction and/or landscape treatments to strengthen the articulation of the historic open spaces and provide an engaging visitor experience.

Buildings and Structures

Distinct Building Groups. The Main Post consists of several distinct building ensembles that contrast in history, building scale and type, and relationship to the landscape. The most dominant ensembles are the parallel rows of repeating

structures that comprise the body of the post. These buildings are oriented along the northeast/southwest grid originally established by the first Spanish colonial quadrangle.

Architectural Styles. The Main Post contains the broadest range of building styles found at the Presidio. These structures represent the Presidio's major building campaigns from 1776 to the present. Styles range from brick Colonial Revival, stucco Mission Revival, to wood frame.



A collection of distinct building groups

Distinct "Fronts" and "Backs." Another characteristic of Main Post buildings is their orientation. The buildings all share a distinctly two-sided character, with a ceremonial front side facing a formal street and/or parade and a rear side facing an alley or service area.

GUIDELINES

- Research, protect, enhance, and interpret the significant archeological resources of El Presidio as a more visible element of the Main Post and associated visitor experience.
- Through coordinated rehabilitation of buildings and adjacent historic landscapes, retain and enhance the key historic building clusters, streetscapes, and neighborhoods that define the Main Post.
- Re-establish historic connections between buildings and their associated parade grounds and open spaces.
- Orient any new buildings or structures to be consistent with and to reinforce the historic framework and layout of the Main Post. Scale, massing, height, materials, and color of infill construction should be compatible with the character of adjacent buildings. Maximum height should be between 30 feet to 45 feet.

Open Space/Vegetation/Views

Distinct Landscape Elements. The artifacts of nearly 225 years of human intervention at the Main Post are reflected in the landscape as well as the buildings. The forest on the steeply sloping southern hillsides provides a dramatic backdrop to the Main Post and contrasts with the area's formal and austere parade grounds. The Main Post's northern edge along the bluff is open and provides spectacular views of San Francisco Bay and the land features beyond. Small remnants of the once ecologically rich Tennessee Hollow creek and riparian corridor punctuate the eastern edge of the post.

Open Spaces, Unique Places and Objects. The Main Post has a rich and diverse collection of large, ceremonial spaces and intimate spaces and vegetation. These include the distinct parade grounds, the Funston Avenue streetscape, the Montgomery Street barracks in the foreground, and remnants of the historic entry circle, garden and pathway (known as the "Alameda") at Presidio Boulevard/Funston Avenue.

The large, monumental spaces of the Main Post are punctuated by features like the Alameda, Pershing Square, the flagpole, the firehouse, the former powder magazine, and the Centennial Tree. These landmarks add human scale to the landscape, have symbolic value, and offer visitors a means to orient themselves.

Main Post Planning Guidelines

GUIDELINES

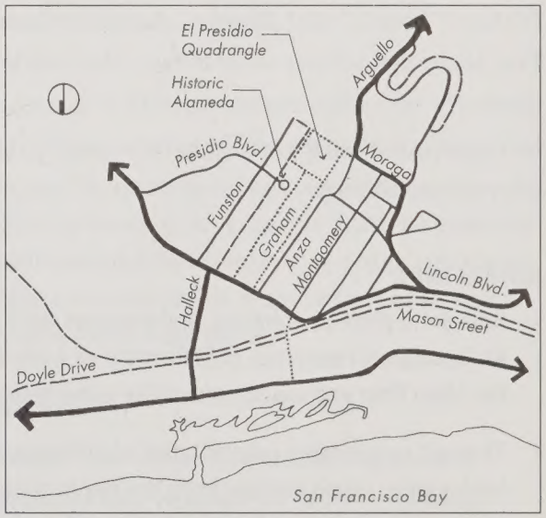
- Enhance and retain historically significant open spaces, designed landscape features, and streetscapes, such as the El Presidio plaza, the Civil War-era parade ground, the Main Parade ground, Pershing Square, the historic Alameda entrance, Infantry Terrace, Halleck Street, the Funston and Montgomery Avenue streetscapes, and the Presidio Chapel landscape.
- Restore the Main Parade ground and reinforce the edges of historic open spaces through new buildings and/or landscaping.
- Commemorate or delineate the location of significant elements of the Main Post such as the El Presidio walls and building footprints and the Alameda entrance.
- Incorporate an open space and pedestrian connection between the Main Post and Crissy Field (Area B) as part of the planned reconstruction of Doyle Drive. Reinforce the historic Halleck Street connection.
- Maintain small structures and symbolic objects such as the Centennial Tree located on the Main Parade ground, the cannons, and the flagpole.
- Re-establish historic views and visual connections, such as between Infantry Terrace and the Main Parade ground. In general, retain and enhance views from the Main Post to the bay.

Circulation and Access

The Place Where All Roads Meet. Throughout its history, the Main Post has been a central arrival place and administrative destination. From the earliest days of the Spanish garrison, roads from Mission Dolores, Yerba Buena (today, downtown San Francisco), and the Castillo came together at the Main Post and laid the foundation for the Presidio's primary streets of the present day.

Today, the Main Post continues to serve as a hub of transportation for Presidio tenants, residents, and visitors. Most of the historic roads and paths remain, including remnants from the Alameda entrance at Presidio Boulevard, as well as Funston Avenue and Lover's Lane.

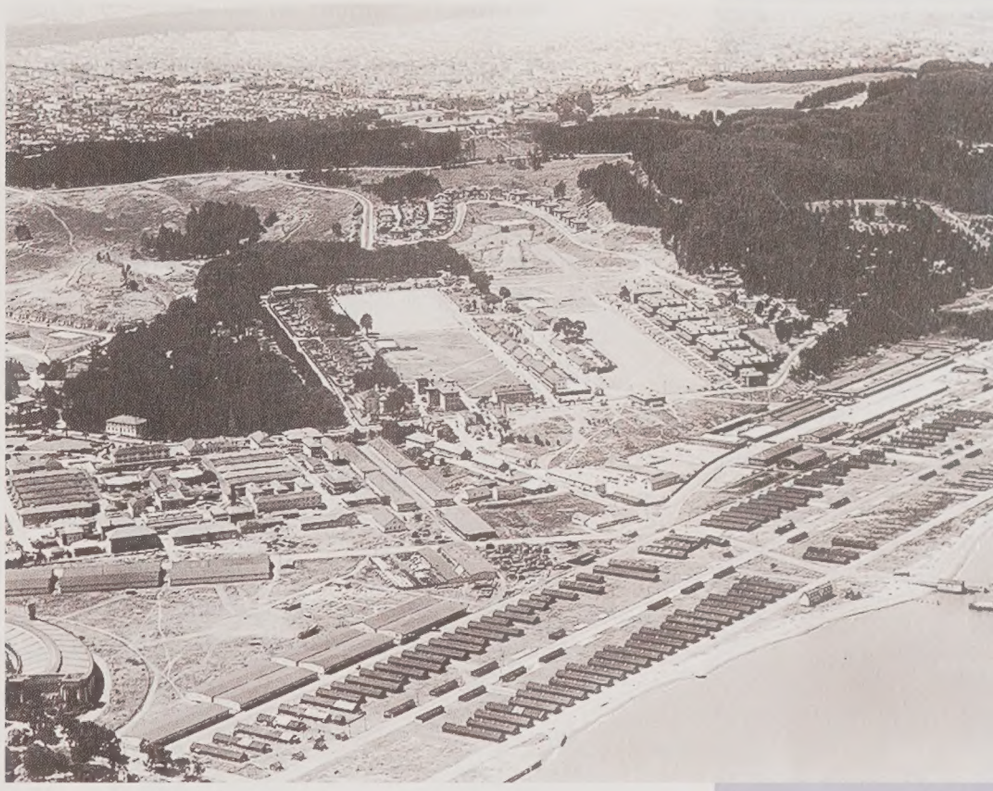
Street Patterns and Multiple Entries. With the expansion of the Main Post over time, a rectilinear pattern of streets grew outward from the El Presidio plaza and established a hierarchy of entries. These include the former Alameda, the Halleck Street service corridor to the north, the southern arrival at Arguello Boulevard, the Lincoln Avenue/ Montgomery Street guard house checkpoint, and Sheridan Avenue to the west.



Orthogonal street system developed from El Presidio quadrangle

GUIDELINES

- Eliminate street redundancy, clarify the circulation system, and establish a hierarchy of logical routes at the Main Post.
- Maintain Lincoln Avenue and Arguello Boulevard as the primary entrance roads to the post.
- Re-establish a main north-south route through the Main Post, preferably along a rebuilt Anza Street with an extension to Mason Street to the north.
- Retain the historic Halleck Street connection to Crissy Field, potentially for pedestrians only.
- Consider removal of large surface parking lots. Consider options for parking to serve visitors and tenants, including underground parking beneath a restored Main Parade ground or at other sites. Locate smaller surface lots, as needed, close to and behind buildings they serve.
- Develop a pedestrian and bicycle path network to enhance the visitor experience, and connect key points within the Main Post. Consider limiting automobile traffic along Moraga Street in front of the Officers' Club to re-establish "El Presidio" as a pedestrian visitor zone.
- Develop a transit hub for internal shuttle and regional transit connections in a clear and recognizable place at the north end of the Main Post near Crissy Field (Area B).



Aerial view of Main Post, 1925

CRISSY FIELD (AREA B) DISTRICT

Overview

Bayfront Recreation and Resource Preservation

"Crissy Field, currently the most public of Presidio open spaces and a landscape imprinted by the technology of various historic periods, will become a "front yard" for the Presidio. The bay, the long stretch of shoreline ideal for all forms of movement and recreation, and the impressive views all contribute to experiences that draw visitors from throughout the world. Crissy Field will be managed to enhance the setting for those experiences while rehabilitating and preserving important historic resources and natural systems." (GMPA, page 88)

The PTIP would embrace the GMPA's vision by providing for an active, mixed-use precinct within Crissy Field (Area B), with recreational and cultural facilities for all park visitors. Preferred building uses would include museums, visitor and cultural facilities, and educational programs celebrating the area's diverse historical, cultural, and natural resources. Other uses could include recreation, lodging, cafes, and other visitor amenities. Some new infill development south of Mason Street could be considered in future site-specific proposals. Important open space and unique habitats along the bluffs would be protected and enhanced where possible. Connections between the Tennessee Hollow creek and Crissy Marsh would also be enhanced, and the feasibility of expanding the marsh would be studied.

Planning Concept

Setting

Originally an ecologically rich stretch of coastal marsh, the Crissy Field (Area B) planning district has been dramatically reconfigured by years of use. In 1921, when an airfield was established on the site, Crissy Field was the first and only Army Air Service coast defense station on the West Coast. Military use of Crissy Field continued through the 1970s.

The Crissy Field (Area B) planning district south of Mason Street contains about 40 buildings, including the crescent of former airplane hangars and airfield support buildings at the west end, historic warehouses at the east, and the Commissary and PX in the center. South of the historic airfield, in a small forested valley facing the bay, lie the former cavalry stables, constructed in 1914 to support Army cavalry troops. Crissy Field (Area B) contains known prehistoric sites and the potential for additional prehistoric and historic sites is high.

Some of the district's natural values, such as the marsh and bay views, are obvious; others are subtle, taking the form of hidden remnant wetlands and rare serpentine habitats. Important natural vegetation in the planning district includes the most intact and diverse fore dune community in San Francisco. Remnant seeps, creeks, and wetlands are found in the Cavalry

Crissy Field (Area B): Cultural and Recreational Destination

Planning District Area	102 acres
Existing Total Building Area	610,000 square feet
Proposed Total Building Area	up to 690,000 square feet
Land Use Preferences	museums, visitor amenities, cultural/educational facilities, recreation, and lodging.

Stables area and on the cliffs adjacent to Doyle Drive. The planning district also contains remnants of Tennessee Hollow, once a thriving freshwater habitat linked to the former Crissy Marsh; today, its waters reach the bay through storm drains.

Area A of Crissy Field, managed by the National Park Service, is largely open space, encompassing the historic airfield (newly restored as open space), an 18-acre tidal marsh, wetland, beach and dunes, a shoreline promenade, meandering trails, and dedicated bike lanes along Mason Street. The Area A section of Crissy Field has become a spectacular bayfront park that is truly the front yard of the Presidio – a popular place for jogging, cycling, walking, picnicking and boardsailing and with spectacular views of the Golden Gate, Alcatraz Island, and the bay. The Torpedo Wharf complex is another popular site for visitors, with a newly established warming hut and continued use of the pier for fishing.

Parking at Crissy Field (Area B) is limited and scattered in lots of varying sizes south of Mason Street. Smaller lots in between and behind buildings supply a moderate amount of parking in the western part of Crissy Field (Area B) and along the waterfront at East Beach.

Proposed Character, Land Use, and Open Space

"A dynamic tension has long existed between Crissy Field's natural landscape, military use, and recreational activities. The area's important cultural, natural and recreational resources will be managed to maximize compatibility among uses..." (GMPA, page 89)

"At Crissy Field, the proximity to San Francisco Bay, the long stretches of public open space, and the world-class views anchored by the Golden Gate Bridge all reinforce the vision of the Presidio as a site of international significance. In the future, visitors will have a broad choice of experiences – from quiet walks along the beach or energetic runs along the promenade to visiting a museum..." (GMPA, page 90)

Crissy Field (Area B) District

The cultural and recreational amenities at the bayfront area would be part of a larger visitor-oriented district composed of Crissy Field and the Main Post. Under the PTIP, the Crissy Field (Area B) district would complement Area A uses and be an active, visitor-oriented place serving local, national, and international visitors to the park. People would be able to walk along a pedestrian promenade on the south side of Mason Street, where they would find facilities and exhibits on natural history, military and aviation history, immigration, exploration, and transportation. Mason Street, the historic road that extends from the Marina Gate entrance all the way to Fort Point and forms the boundary between Areas A and B, would continue as the central circulation spine of Crissy Field (Area B). (See Figures 4.5 and 4.6.)

Aerial view of Crissy Field, 2001

Preferred uses for the built space within this dramatic setting would include cultural uses such as museums, and educational facilities, with programs celebrating the area's diverse historical, cultural, and natural resources. Other uses would

Crissy Field (Area B) District

1. Main Post 2. Crissy Field 3. Letterman 4. Fort Scott 7. South Hills

Figure 4.5: Crissy Field (Area B) District Area

include recreation, lodging, cafes, meeting space, and other visitor amenities. Occasional musical events, exhibitions, and festivals would be sponsored to animate the open spaces of Crissy Field.

Rehabilitation of the historic airplane hangars and supporting structures would be pursued. The Plan holds open the possibility of carefully placing some new buildings within already built-up areas south of Mason Street. Planning guidelines would help ensure that any infill development would be sensitive to the prevailing architectural treatment, scale, massing, and orientation of the historic building clusters.

District Boundary
Area B Boundary
Historic Buildings
Non-Historic Buildings
Areas of Existing Development
Doyle Drive

Site Acreage	102
Existing Building Square Footage	610,000
Proposed Building Square Footage	up to 690,000

Area B of Crissy Field is proposed to be an active, visitor-oriented precinct with facilities catering to all visitors. Uses would include museums, cultural/educational facilities, and recreation with supporting visitor amenities such as lodging and cafes.

Figure 4.6: Crissy Field (Area B) District Concept Plan

"The cavalry stables area is reminiscent of a time when horses and mules were commonplace on the Presidio. The structures will gain new life as a complex dedicated to furthering creative disciplines, skills and learning, emphasizing innovative technology, building and environmental preservation, and education..." (GMPA, page 76)

Preferred uses at the Cavalry Stables would include spaces for workshops, hands-on learning, demonstrations, exhibitions, and training. The recently rehabilitated stables and paddock for the U.S. Park Police Mounted Patrol would remain and continue to be a place for interpretation about the cavalry and role of the

Army in the patrol and management of early national parks. The pet cemetery would be maintained at its present size as a point of interest and meaning for the Presidio community. The long-term location of the GGNRA Park Archives and Records Center, currently located in one of the former stables buildings, would be determined through a park facilities needs assessment.

The feasibility of major open space connections from Crissy Field (Area B) to other areas of the Presidio would be evaluated. Projects to be studied would include restoration and extension of the Tennessee Hollow creek system and riparian corridor linked to the Crissy tidal marsh; an extension of the Main Post parade ground across a reconstructed Doyle Drive; and improvements to the open space connection of the Cavalry Stables area to Crissy Field. Important remnant natural features, including natural dunes, serpentine, and riparian areas near Doyle Drive, the bluffs, Calvary Stables, and the Tennessee Hollow creek corridor, would be protected and restored in accordance with the *Vegetation Management Plan* (VMP). The Presidio Trust would collaborate with the National Park Service to study the feasibility of marsh expansion.

As future plans are developed for Crissy Field (Area B), the Presidio Trust would work in cooperation with the National Park Service to ensure that the successful improvements made to Area A are closely considered and complemented by activities and changes within Area B.

Proposed Access and Circulation

"Marina Gate, where Marina Boulevard connects with Mason Street, will continue to be an important entry point for pedestrians, bicyclists and motorists." (GMPA, page 92)

"The major east-west roadway along Crissy Field will be old Mason Street. This historic roadway will be rehabilitated to accommodate visitor traffic and provide access to the buildings." (GMPA, page 92)

"A new road connection between Crissy Field and the main post will be established by extending Anza Street..." (GMPA, page 92)

The Marina Gate at Mason Street would remain the primary entrance to Crissy Field (Area B), supplemented by access from the Main Post along Halleck Street and from the stables area along McDowell Avenue.

The California Department of Transportation's planning for Doyle Drive will directly affect circulation at Crissy Field (Area B). The Doyle Drive project has identified three main goals related to Crissy Field and the Presidio: (1) to provide direct access to and from the Presidio to better serve visitors, employees, and residents; (2) to provide grade-separated access from the Main Post to Crissy Field and a link between Tennessee Hollow and Crissy Marsh; and (3) to create a highway design that is both aesthetically pleasing and sensitive to the natural and cultural resources of the park. A north-south connector for vehicles, pedestrians, and bicycles between the Main Post and Crissy Field would be maintained; future studies would also explore a possible land connection between the Main Post parade ground across Doyle Drive to Crissy Field (Area B).

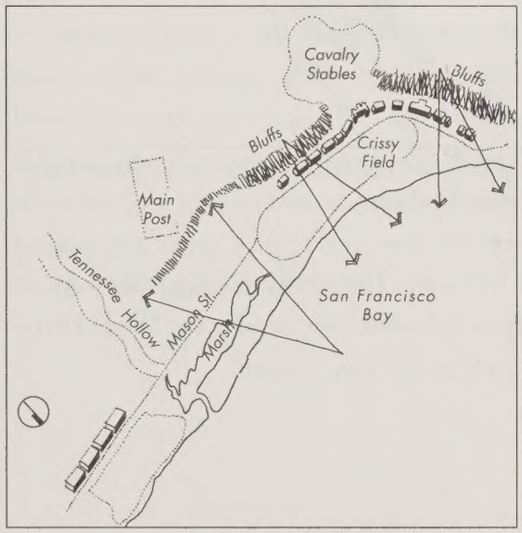
New transit services, such as the Presidio internal shuttle service, and MUNI "F" Line streetcar if extended in the future, could serve future cultural and educational amenities located at Crissy Field (Area B). A potential future water taxi/ferry service, located at Torpedo Wharf in Area A, could connect Crissy Field with other parts of the San Francisco waterfront and areas of visitor interest such as Angel Island and Marin County.

Planning Guidelines

The proposed planning guidelines respond to the key character-defining features of Crissy Field (Area B). The guidelines conform to *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes.*

Spatial Organization and Land Patterns

Crescent of Hangar Buildings. The primary spatial organization of this district consists of a 1.4-mile-long row of former industrial buildings tucked against a bluff overlooking the historic airfield, former rail lines, and marsh lands along old Mason Street. This crescent of historic hangar buildings and related support structures at Crissy's west end provide a backdrop to the restored airfield. At the east end, warehouses mark the Mason Street entrance. The major exception to this pattern occurs in the PX/Commissary area, where non-historic buildings reflect a post-war automobile orientation to adjacent parking lots rather than out to Mason Street and the bay beyond. The relatively large floor plans of these buildings stand in marked contrast to the repeating rhythm of historic Crissy warehouses and hangar structures elsewhere along the row.



Linear organization of buildings overlooking historic airfield and marsh

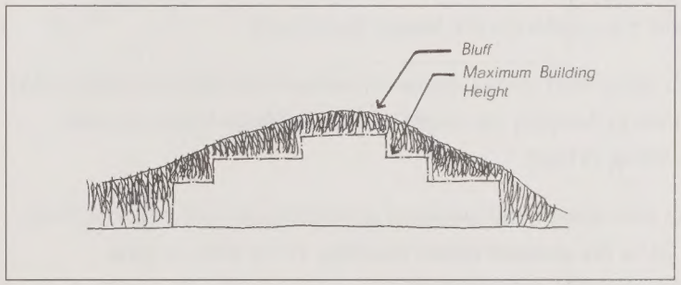
When viewed from the waterfront promenade, the bluffs frame the crescent of buildings against a backdrop of open space. Views from the bluffs include dramatic vistas out over the buildings to the historic airfield, marsh, and San Francisco Bay.

GUIDELINE

- Preserve the historic line of buildings along Mason Street at the east and west ends. Reinforce the context of the historic airfield. Reinforce the southern Mason Street edge, in areas set apart from the historic clusters, through modifications to existing non-historic buildings and potential new construction. Protect and restore remnant natural systems (including coastal bluffs) to the greatest extent possible.

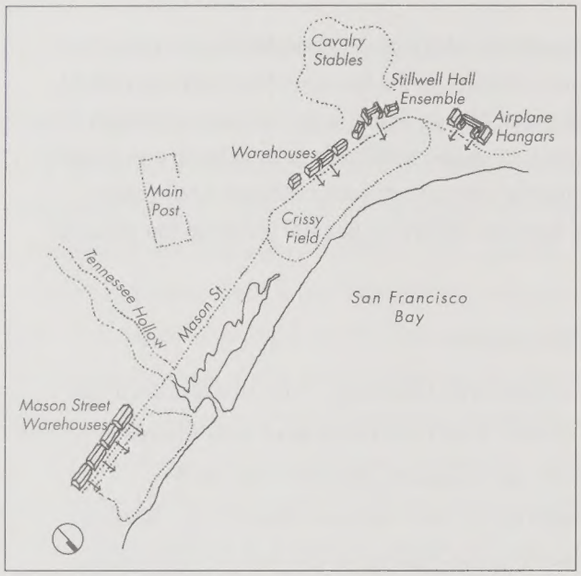
Buildings and Structures

Distinct Clusters of Historic Buildings. The historic buildings within Area B of Crissy Field are organized into distinct clusters facing Mason Street: air hangars, warehouses, and administrative buildings at the western edge of the historic airfield, and the warehouse cluster at the east end oriented toward Mason Street and the former rail lines that once served the Presidio's north waterfront. All contribute to the crescent building form along Mason Street. The historic Crissy buildings form a consistent built edge along the south side of Mason Street. The buildings are relatively modest in scale, creating a distinctive rhythm along the street.



Building height at bluff

Open, Industrial Architecture. The historic buildings at Crissy Field (Area B) characteristically have white walls and red roofs, with an openness that allows an opportunity for strong connections between interior uses and street life.



Distinct historic building clusters

GUIDELINES

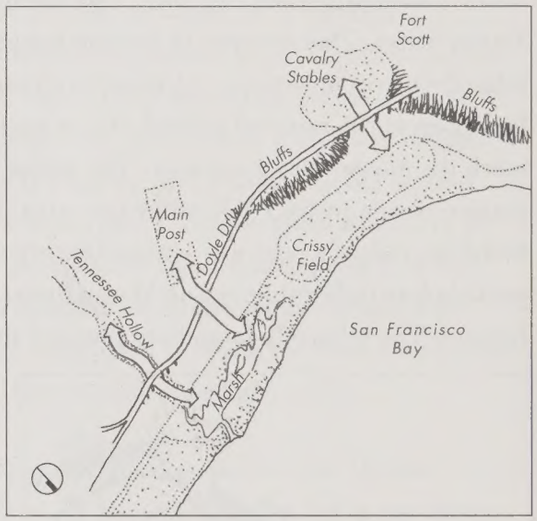
- Rehabilitate historic building clusters and their landscapes to re-activate the Mason Street edge along the historic airfield.
- Ensure that new buildings are compatible with adjacent historic buildings in scale, massing and materials, and that their design integrates the historic relationship of indoor and outdoor spaces.
- Site new buildings at a distance from significant historic clusters and in a manner that reinforces the Mason Street edge.
- Protect steep bluff slopes. Preserve views to and from the bluffs and Main Post by keeping the height of new buildings below the bluff profile (30 to 45 feet).
- Protect both known and unknown archeological sites at Crissy Field (Area B), to the greatest extent possible, in the siting of new buildings and site improvements.

Open Space/Vegetation/Views

Bluffs, Dunes, and Marsh Land. The diverse natural habitats of Crissy Field (Area B) include bluffs, dunes, grassy areas, and marsh. The western coastal bluffs provide an ecologically important backdrop to the lowlands, offering areas of dense forest and native plant communities such as bluff scrub, coastal scrub, live oak woodland, and serpentine scrub.

In contrast, the portion of Crissy Field (Area B) north of the bluffs is a flat, open area, with a grassy airfield and undulating dunes.

Bay Views. The Mason Street corridor is open, affording visual access across the restored airfield and marsh to the Golden Gate Bridge and the bay. A few stands of trees exist along the Golden Gate Promenade and a hedgerow of trees defines the eastern border of Crissy Field (Area B). The gently sloping hollow at the Cavalry Stables offers splendid views under the Doyle Drive viaduct across Crissy Field to the bay beyond.



Open space connections between low coastal and upland habitat

GUIDELINES

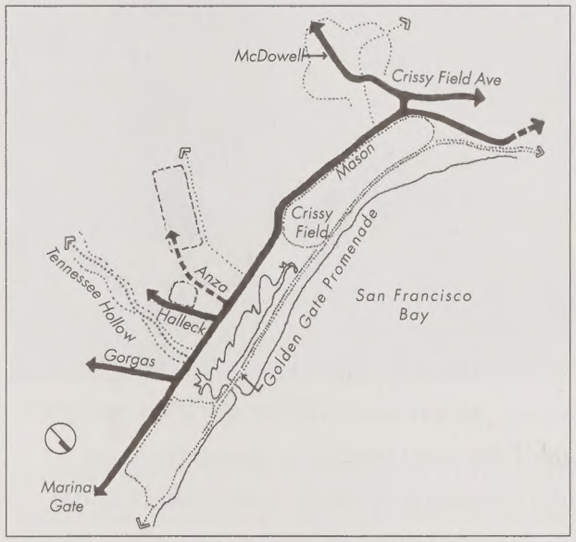
- Create safe and inviting open space linkages between Crissy Field (Area B) and other parts of the park (i.e., Main Post, Letterman, Fort Scott, and the proposed Presidio-wide trail system).
- Explore options for open space connections between the Main Post parade ground and central Crissy Field (Area B) across a reconstructed Doyle Drive.
- Reconstruct Doyle Drive to preserve views to and from the bluffs and Main Post, and maximize visual access along Halleck Street, Tennessee Hollow, and by the Cavalry Stables.
- Preserve the hollow at McDowell Avenue (where the Cavalry Stables are located) as a grassy, open clearing surrounded by forested steep slopes.
- Protect and restore the ecological communities on the western bluffs, including valuable wetland habitat.
- Preserve Mason Street as an open streetscape with expansive views. Retain the "open" setting and feel of Crissy Field; limit the introduction of vast, new landscape plantings.

Circulation and Access

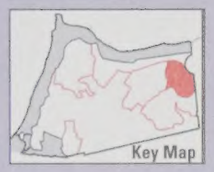
Mason Street. Mason Street, which once contained a rail line connecting Crissy Field (Area B) to Fort Mason and lower Fort Mason, is the primary vehicular circulation route along Crissy Field. The main access point is from the east, through the Marina Gate. Connections to Mason Street from the south are along Gorgas Avenue (connecting to Letterman), Halleck Street (connecting to the Main Post), and McDowell Avenue (connecting to the stables).

GUIDELINES

- Maintain Mason Street as the primary east-west circulation spine at Crissy Field (Area B). Enhance pedestrian and bike access while limiting auto use. Retain vehicular access and enhance pedestrian connections to Main Post, the Letterman complex, and the Cavalry Stables.
- To minimize single-occupant vehicle traffic at Crissy Field, enhance access along Mason Street with transit links to the rest of the Presidio and the city. Consider an extension of the MUNI F- Line streetcar from Fisherman's Wharf, or its equivalent, in the future.
- Consider locating new parking areas, serving Crissy Field and Main Post visitors in a manner unobtrusive yet readily accessible. Potential sites could include the area below the Main Post parade ground and/or underneath the area west of Halleck Street near the PX/Commissary.



Mason Street and key connections



LETTERMAN DISTRICT

Overview

The Letterman district would be a compact, mixed-use office and residential area with support services, some visitor amenities, and access to transit. The Letterman Digital Arts Center, a 23-acre office campus, will be a dominant new feature on the eastern edge of the district. A network of public open spaces, including a new seven-acre public park, would complement the central "working core." Historic buildings would be rehabilitated, and new infill construction, proposed as residential with some supporting commercial uses, would complement the historic building clusters and landscapes.

Letterman: Mixed-Use Community	
Planning District Area	60 acres
Existing Total Building Area	1,360,000 square feet
Proposed Total Building Area	up to 1,470,000 square feet
Land Use Preferences	office, housing

Planning Concept

Setting

As the main entrance to the Presidio and the site of an historic military hospital, the Letterman district is among the most urban of the Presidio's planning districts. Letterman Hospital, established in 1898, provided medical services to soldiers for almost a century; it became the nation's busiest hospital in World War II and evolved into a major teaching and research facility in the 1960s. The original hospital complex, which has been significantly altered over time, included hospital wards, clinics, offices, warehouses, and ancillary buildings. The remnant historic building pattern and orthogonal street layout add to the district's distinct urban character. The western half of the district contains most of the surviving historic buildings and cultural landscape features, including portions of the original Letterman Hospital complex, as well as non-historic dormitories. The eastern portion of the district contains the 23-acre site of the future Letterman Digital Arts Center office campus. Warehouses line Gorgas Avenue in the northern part of the district. The main entrance to the Presidio, at the historic Lombard Gate, is located just east of the hospital complex.

The remnant Tennessee Hollow stream forms the western edge of the district. The stream is contained in an underground culvert that extends between the Letterman district and the Main Post and flows into Crissy Marsh.

Proposed Character, Land Use and Open Space

Under the PTIP, the Letterman district would become a mixed-use community mainly providing office space, housing, and support services.

> *"New development will be compatible in material, massing, scale, color and siting with the historic buildings and their setting. The height of new construction will be equal to or less than that of nearby structures, with a maximum allowable height not to exceed that of the LAIR building (60 feet). Infill construction that reinforces the historic complex's courtyard and campus-like setting will be encouraged." (GMPA, page 72)*

A key project underway is the development of the 23-acre Letterman Digital Arts Center, a 900,000-square-foot project that will be consistent in scale and architectural character with the historic district. Parking will be provided underground. The Digital Arts Center will introduce a large, beautiful park at Lyon and Lombard Streets, replacing the existing asphalt parking lot and providing an area for informal recreation for tenants, residents, and visitors.

Other office uses would be located in rehabilitated buildings throughout the Letterman district, and some housing may be developed to provide residential units close to work sites in the area. Supporting community uses, including food service, may also be provided. The former central courtyard of the historic medical complex, bordered by the former administration building and hospital wings, would be re-established by removing the existing parking lot and landscaping the area. Through new infill construction, historic patterns of spatial organization would be reinforced and a pedestrian-friendly, urban campus-like setting created, offset by restoration of the Tennessee Hollow creek and riparian corridor in the western part of the planning district. (See Figures 4.7 and 4.8.)

Access and Circulation

> *"Lombard Gate will continue to be a primary entrance. Once inside the gate, visitors will be directed to all principal destinations on the site. Several minor circulation changes will be made to improve safety and aid visitors in finding their way. Possible changes to the Gorgas Avenue/Lyon Street intersection to eliminate dangerous crossings will be explored with Caltrans and the City of San Francisco. Future modifications to the alignment of Doyle Drive may improve pedestrian and automobile access between the Letterman area and the adjacent Palace of Fine Arts." (GMPA, page 74)*

Under the PTIP, the Letterman district would become more accessible for all modes of transportation. The mixed-use district would be complemented by transit and transportation improvements that would allow workers, visitors, and residents to reach the site without a car. The Lombard Gate would continue to be the ceremonial entrance for visitors, while a redesigned Gorgas/Richardson entry would be used mainly by residents and workers.

In addition to service by the Presidio's internal shuttle system, improved pedestrian and bicycle paths would establish better connections between the Letterman district and other areas of the Presidio. Roads within the complex would be converted to pedestrian use whenever possible.

Aerial view of Letterman district, 2001

Alternatives for the reconfiguration of Doyle Drive currently under consideration by the California Department of Transportation anticipate a new Presidio entrance at the Letterman district that would significantly improve vehicular access to the area. In the interim, plans are already under design to improve access at the Gorgas/Richardson gate.

1. Main Post 2. Crissy Field 3. Letterman 6. East Housing

Figures 4.7: Letterman District Area

District Boundary
Area B Boundary
Historic Buildings
Non-Historic Buildings
Areas of Existing Development
Doyle Drive
Letterman Digital Arts Complex

Site Acreage	60
Existing Building Square Footage	1,360,000
Proposed Building Square Footage	up to 1,470,000

Letterman is proposed to be a compact mix of office, housing, and support uses and services that create a pedestrian-oriented district.

Figures 4.8: Letterman District Concept Plan

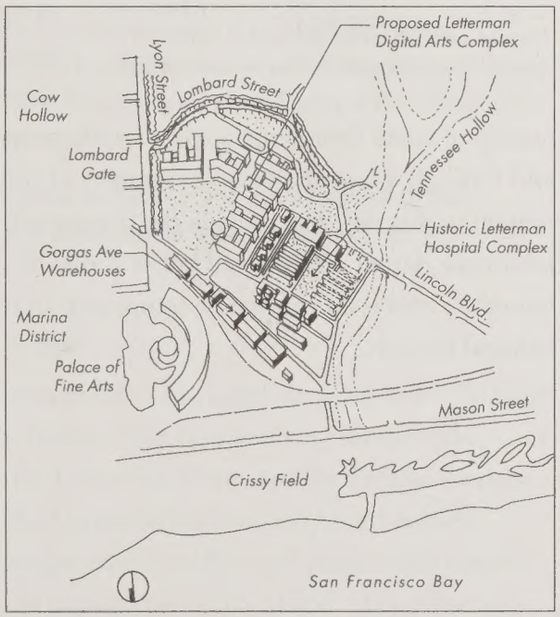
Planning Guidelines

The proposed planning guidelines respond to the key character-defining features of the Letterman district. The guidelines conform to *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes*. The *Planning and Design Guidelines for New Development and Uses on 23 Acres within the Letterman Complex* would guide new construction on the Digital Arts Center site as well as undertakings short of new construction for the Letterman district as a whole.

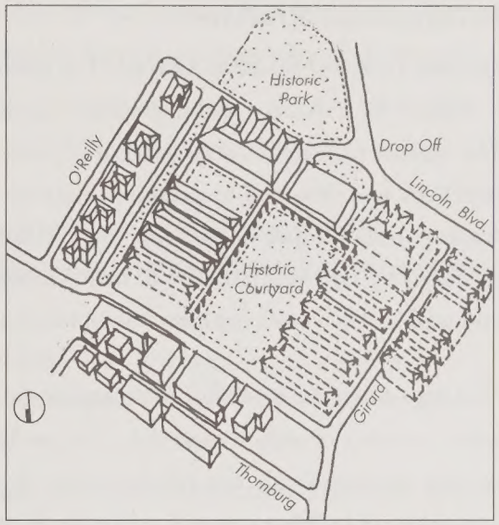
Spatial Organization and Land Patterns

Letterman Hospital and Panama Pacific International Exposition. The Letterman district has a long history of intensive land use and development that has left a strong physical imprint on the district. Two major developments have had the most influence on the district's organization: (1) the historic Letterman Hospital complex, and (2) the 1915 Panama Pacific International Exposition (PPIE).

The historic Letterman Hospital was an inward-looking complex, with a fine-grained pattern of streets and a dense grid of connected medical pavilions stepping down the site's gentle slope and pin-wheeling around a central courtyard. By 1980 about two-thirds of the original complex had been demolished and the courtyard had been turned into a parking lot. A grouping of historic hospital service buildings and a set of warehouses oriented to the rail line survive largely intact just north of the historic hospital.



Contrast between fine-grained pattern to west and open layout to east



Historic hospital characterized by fine-grained pattern of buildings around central courtyard

The PPIE was a world's fair laid out on filled lands that included the east end of the Letterman district. The PPIE featured an open, axial layout of freestanding international pavilions focused on the dome of the Palace of Fine Arts – the one landmark structure from the fair that still stands today. The site was redeveloped in the 1960s for the Letterman Army Medical Center and the Letterman Army Institute of Research and is the proposed site of the Digital Arts Center.

GUIDELINE

- Re-establish the active, dense character of the historic hospital district through rehabilitation of the Thornburg Road/Gorgas Avenue buildings. Restore key open spaces. Consider compatible new infill construction to redefine the historic grain and density of the district and create an active zone linking the Main Post and Letterman districts.

Buildings and Structures

Historic Hospital Building Layout. The historic Letterman Hospital is defined by a distinct and historically significant building pattern. The careful orthogonal arrangement of narrow hospital pavilion buildings was designed to maximize natural building ventilation. An important feature of the plan was the linking of individual pavilions by enclosed galleries to form connected building ensembles. The entire complex surrounded a central courtyard.

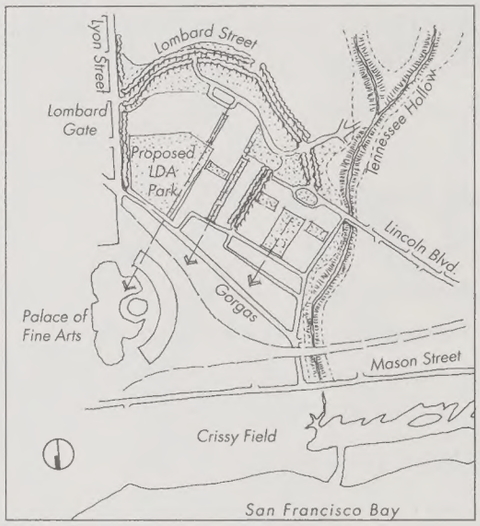
Building Materials and Colors. Buildings at the Letterman district reflect a variety of architectural styles, but are typically simple, low-rise military structures with minimal decoration. A common color scheme and palette of building materials unify the diverse collection of buildings

GUIDELINES

- Retain and reinforce the fine-grained historic building patterns of the district. New building forms should be simple and functional in the tradition of military architecture found at Letterman and throughout the Presidio. New buildings should respect the historic building setting, scale, and design principles (e.g., rectangular building arrangements enclosing outdoor courtyards, slender hallways or breezeways between buildings). New infill buildings in the western portion of the site should respect the edge of the historic Letterman Hospital courtyard (currently a parking lot).
- Orient new buildings parallel to the street in keeping with the rhythm and character of historic buildings. Scale, height, massing, color, and materials of new construction should be compatible with historic building clusters. Maximum height should be between 30 feet to 45 feet.

Open Space/Vegetation/Views

Topography and Views. The topography of the Letterman district falls gradually from south to north toward San Francisco Bay, offering uninterrupted views of the bay, Crissy Field, and the Palace of Fine Arts. This slope has guided development of the district throughout its long history.



Formal open spaces contrasting with meandering entry drive and stream corridor

Contrast Between Designed and Natural Landscapes. The designed landscape of the Letterman complex provides a rich cultural context and a unique sense of place that contrasts sharply with the Presidio's forest and native plant communities. The open space in the district is composed mainly of small formal open spaces with ornamental plantings and formally planted streets. Fragments of this vegetation remain to this day and provide the framework for future landscape design. Tennessee Hollow forms the district's western boundary and is an important component of its natural and cultural history.

GUIDELINES

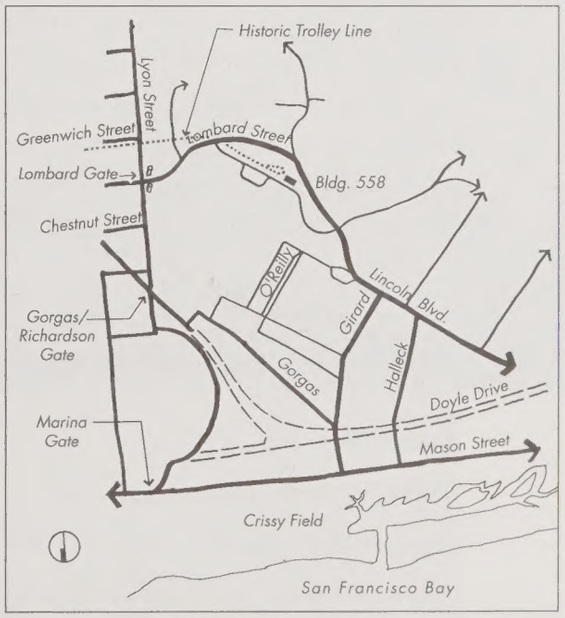
- Ensure that planning and design efforts consider linkages and relationships to adjacent districts—the Main Post and Crissy Field (Area B). Design of the edges along Tennessee Hollow and Richardson Avenue/Doyle Drive should enhance linkages between the districts.
- Design new landscape elements to accommodate new uses in keeping with historic character-defining elements.
- Maintain or restore the following formal spaces as the key components of the public open space system within Letterman complex: the planned park in the 23-acre complex, the Letterman Courtyard (currently a parking lot), the historic hospital's entry and formal landscape, and the historic street and pedestrian corridor along O'Reilly Avenue.
- Protect and restore Tennessee Hollow as a vibrant ecological corridor and a unique backdrop to the developed environment of the Letterman district. Coordinate restoration of the Tennessee Hollow corridor with future planning for the Main Post, Crissy Field (Area B), Doyle Drive, and the Letterman district to ensure that the corridor provides an ecologically rich and complex buffer between planning districts.
- Locate new buildings to preserve and frame historic views. Important view corridors include those oriented toward the Palace of Fine Arts and along Thornburg Road, and toward the Golden Gate Bridge and the city skyline.
- Consider new plantings as a part of the overall design of the site to articulate and better define historic open spaces and entry sequences.

Circulation and Access

Key Access Points. Letterman has been, and continues to be, the most accessible area of the Presidio. The Lombard Gate has been the primary entrance to the Letterman district and the Presidio for most of the site's history. The Gorgas/Richardson entry is the historic service access that brought injured soldiers and goods to the district during wartime via rail connections to Fort Mason. The pedestrian gate at the end of Chestnut Street was also once an important connection, as was the trolley car that entered the Presidio at Greenwich Street and terminated at the southern edge of the historic Letterman Hospital.

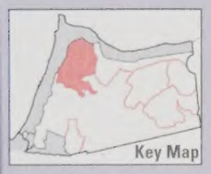
GUIDELINES

- Ensure that a new entrance from Doyle Drive serves as the primary vehicular entry for tenants and visitors to the western side of the Letterman complex.
- Ensure that the general orientation of streets and new buildings respects historic patterns of spatial organization and complements the historic street layout.
- Preserve Gorgas Avenue as a connector to Crissy Field (Area B) and a primary employee access to the 23- acre Digital Arts Center site.
- Re-establish the historic pedestrian entry at Chestnut Street and the historic trolley gate at Greenwich Street to improve access for pedestrians, bicycles, and potential future transit.
- Retain the historic Lombard Gate entrance as a primary, formal entrance for park visitors.
- Carry out the visitor access provisions of the Presidio Trails and Bikeways Master Plan, which will afford protection to sensitive natural resources and offer opportunities for unique recreation experiences.



Letterman: a highly accessible corner of the Presidio

Fort Scott District



FORT SCOTT DISTRICT

Overview

Conference, Training and Applied Research Center

"Because of its impressive architecture, strong sense of unity, and tranquil setting, Fort Scott is uniquely suited for conference, training, and applied research activities. Activities here will focus on learning and sharing knowledge about major environmental and societal challenges and their solutions." (GMPA, page 68)

"Fort Scott will be managed to provide a contemplative atmosphere conducive to learning and the exchange of ideas." (GMPA, page 68)

Fort Scott would become the "philosophical heart" of the Presidio, a contemplative setting for pursuing new solutions and models in resource management and in environmental, cultural, and economic sustainability as stated in the Presidio Trust's Vision. Many of Fort Scott's facilities would be used for conferences and education. The Presidio Trust would pursue the establishment of an "institute" or related grouping of like-minded organizations to address critical environmental, social, or cultural challenges. Complementary uses would include lodging, office, residential, and recreational facilities. Some new infill development could be considered in future site-specific planning if carefully sited and designed to complement Fort Scott's historic character and setting. The district's high historic integrity would be preserved and respected.

Fort Scott: Contemplative Campus

Planning District Area	132 acres
Existing Total Building Area	800,000 square feet
Proposed Total Building Area	up to 900,000 square feet
Land Use Preferences	institutional with supporting educational/conference facilities, with some lodging, offices, housing, and support services

Planning Concept

Setting

Fort Scott is a place of quiet beauty with a strong sense of historic stability. Built in 1912 as a coastal artillery subpost, it contains 159 buildings, most of which are historic. The buildings are grouped in a campus-like setting and include barracks, offices, warehouses, and four separate housing clusters.

Developed along a broad ridgeline and plateau close to coastal defense positions, Fort Scott provides expansive views of the bay and city. Its remote setting is bounded by the historic forest to the south, scenic coastal landscape and historic defensive batteries in Area A to the west, and the Golden Gate Bridge to the north. Because Fort Scott has no direct entrance and is surrounded by historic forest, it provides park visitors with a uniquely remote and sylvan setting.

Proposed Character, Land Use, and Open Space

"The principles of stewardship, cultural cooperation, and environmental demonstration – from action at the neighborhood level to efforts at a global scale – will be potential areas of discussion..." (GMPA, page 68)

Fort Scott's tranquil and retreat-like setting and the unity of its distinctive Mission Revival architecture make it uniquely suited to become a retreat for education, conference, and applied research with supporting housing and offices.

"Cooperative programs with universities and research organizations will be pursued to expand the range of programs offered and encourage collaboration." (GMPA, page 68)

"The parade ground will be restored, and the ball field lighting and fencing removed to enhance views of the Golden Gate. The overgrown gardens and landscape features around the general's quarters and youth activity center (formerly the Fort Scott officer's club) and south of Kobbe Avenue will be restored to their original formal appearance. Other important landscape features, including historic roads, paths, retaining walls, and individual gardens will be preserved...Remnant natural systems within Fort Scott will be managed to restore their environmental integrity as much as possible. Rare plants and the serpentine habitat south of Lincoln Boulevard will be protected and enhanced." (GMPA, page 68)

"Because Fort Scott was established to maintain the coastal and harbor defenses of the Golden Gate, the area's historic batteries, associated earthworks, ancillary structures, and landscape will be preserved and interpreted to the public. Battery Dynamite and the adjacent powerhouse will be preserved and used to interpret the coastal defense story." (GMPA, page 68)

The preferred land use for Fort Scott would be an organization or groups of organizations devoted to research, policy development, education, and related activities – a Presidio Institute. Support services would include conference facilities, lodging, recreation, office, retail, and maintenance facilities. The Presidio Institute would be accommodated in the rehabilitated historic barracks framing the parade ground, enlivening and enhancing the district's campus-like and community quality. The secondary ring of buildings behind the main barracks would create a unique pedestrian-scaled street and provide support services for the area in keeping with the historic setting. The restored parade ground would become the primary outdoor space and a prominent "front door" to Fort Scott. Future detailed site planning would consider relocation of the non-historic ball field. (See Figures 4.9 and 4.10.)

"Fort Scott will be managed to provide a contemplative atmosphere conducive to learning and the exchange of ideas." (GMPA, page 68)

The existing housing would provide accommodations for visitors, institute or conference attendees, and Presidio

Aerial view of Fort Scott, 2001

employees. Future planning would consider the replacement of non-historic housing at North Fort Scott with either more efficient and compatible housing or short-term lodging to support the proposed activities.

Fort Scott District

There is the potential for relocation of some of the Golden Gate Bridge District's maintenance functions from the Golden Gate Bridge toll plaza area to North Fort Scott. Relocating these maintenance activities would allow for modifications in the toll plaza area that would improve the visitor experience and enhance scenic views of the Golden Gate Bridge. This proposal would be subject to future planning in collaboration with the Bridge District and the NPS.

Proposed Access and Circulation

> *"To maintain Fort Scott's isolation, through-traffic will be discouraged by closing some roads and encouraging alternate modes of transportation... Parking areas will be concentrated in several areas surrounding the parade grounds and will be sited and landscaped so that they do not compromise the area's historical integrity or tranquil setting. The Presidio-wide shuttle system will improve connections between Fort Scott and other areas of the post and reduce dependence on automobiles." (GMPA, page 70)*

Most visitors would enter Fort Scott from Lincoln Boulevard, which provides clear and direct access to the historic parade ground. Secondary access would continue along the curvilinear residential streets that meander through the district.

The road system at Fort Scott would be simplified by removing some roadways, improving intersections, and installing a wayfinding system. Parking for non-residential uses would be provided in small parking lots behind buildings or at other locations away from the parade ground. A major pedestrian pathway that lines the parade ground in front of the barracks would be retained. Other improvements would include a pedestrian connection to North Fort Scott via Lincoln Boulevard and, possibly, a pedestrian crossing under or over the reconstructed Doyle Drive.

2. Crissy Field **4. Fort Scott** **7. South Hills**

Figure 4.9: Fort Scott District Area

District Boundary
Area B Boundary
Historic Buildings
Non-Historic Buildings
Areas of Existing Development
Doyle Drive/Highway 1

Site Acreage	132
Existing Building Square Footage	800,000
Proposed Building Square Footage	up to 900,000

Fort Scott would be the Presidio's contemplative campus and philosophical center, with institutional/educational uses. Complimentary uses would include conference, lodging, office, residential, and support facilities.

Figure 4.10: Fort Scott District Concept Plan

Planning Guidelines

The proposed planning guidelines respond to the key character-defining features of Fort Scott. The guidelines conform to *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes.*

Spatial Organization and Land Patterns

Horseshoe-Shaped Parade Ground. Fort Scott is defined by a large, horseshoe-shaped parade ground that opens gracefully toward the Golden Gate and is surrounded by stately Mission Revival barracks. These buildings' consistent scale and features create a unified building ensemble backed by an outer ring of utilitarian structures out of view from the central parade. Together the buildings form a network of inter-linked outdoor spaces.

Remote Location. The contemplative quality of Fort Scott is enhanced by its commanding and remote location overlooking the Golden Gate. Set against the mature backdrop of the historic forest, the fort embodies a special retreat-like character unique within the Presidio's built-up areas.

GUIDELINE

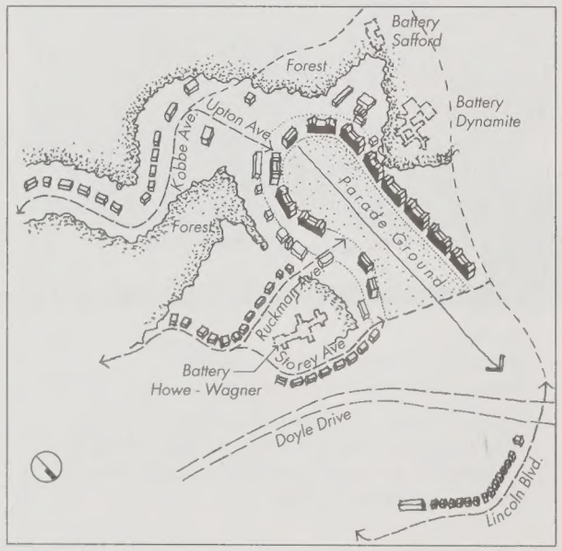
- Protect and enhance the unique historic ensemble of Fort Scott through rehabilitation of existing buildings and landscapes. Major new construction would be appropriate only in remote locations hidden from public view. New uses should be compatible with the retreat-like character of Fort Scott.

Buildings and Structures

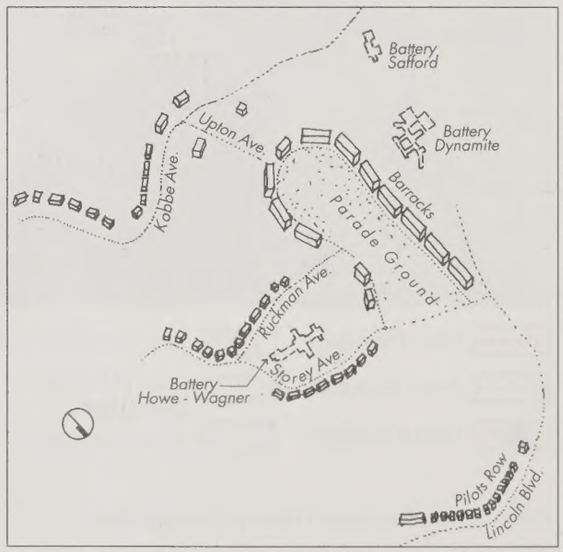
Mission Revival-Style Barracks. The parade ground's barracks, with unadorned white stucco walls, decorative parapets and red tile roofs, create a striking backdrop to the parade ground. The 1912 barracks ensemble, one of the first examples of military use of the Mission Revival style, carries a high degree of integrity. The surrounding utilitarian buildings are architecturally compatible and mimic the barracks' style, color, and character.

Historic Hillside Houses. Four clusters of historic houses are set along the sloping terrain east of the Fort Scott parade ground. Each avenue is composed of a family of buildings similar in building type, scale, massing, height, materials, and color.

Historic Batteries. The historic batteries that surround Fort Scott to the west and north define the historic context of this former coastal artillery post. Their characteristic earth-bermed structures and minimally visible concrete bulkhead entries and lookout towers are key features. Over the years,



Primary organization around distinctive horseshoe-shaped parade ground, overlooking the Golden Gate



Repetitive building forms that follow topography

vegetation has further hidden the battery installations from view.

GUIDELINES

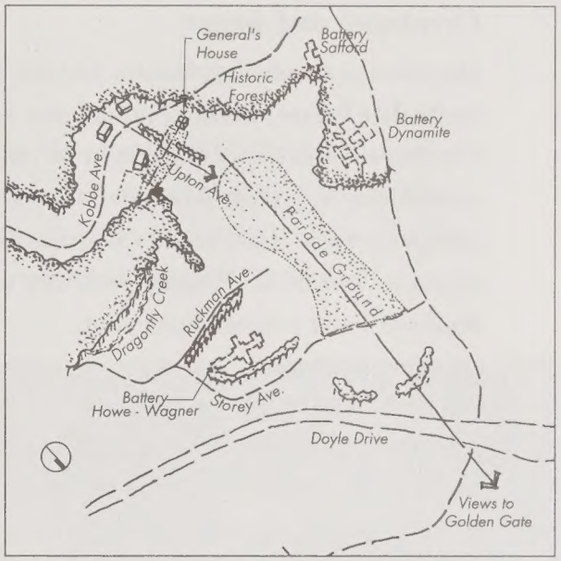
- Rehabilitate historic buildings at Fort Scott with a high degree of respect for the integrity of existing historic clusters.
- Locate any new infill construction only in areas that are removed and well hidden from the historic parade ground. Avoid any construction that would adversely affect the surrounding historic forest that is an important part of Fort Scott's visual context.
- Minimize disturbance of existing grades, avoid impacts on views from the historic core, and ensure that new construction responds to the general scale and character of the district's buildings. Maximum height should be between 30 feet to 45 feet.

Open Space/Vegetation/Views

Parade Ground Overlooking the Golden Gate. The Fort Scott parade ground, with its gently sloping grassy field and informally planted Monterey cypress trees at its perimeter, is an austere and commanding space. Presently the quality of this space is compromised by a number of non-historic obstructions including ball fields, high fences, lighting poles, and a large open parking lot north of Storey Avenue.

Forest Backdrop. The mature scale of the forest canopy creates a sense of remoteness and enhances the retreat-like quality of the district. The forest also provides rich pockets of habitat for raptors, migratory songbirds, and other bird species, adding to the serene and unique visitor experiences available at the outer edges of Fort Scott.

Formal Landscape and Natural Elements. The district contains a variety of historic designed landscape features, largely overgrown and dating from different periods of development. These features include formal gardens, walkways, vistas, retaining walls, and horticultural plantings. Dragonfly Creek, located near Kobbe Avenue adjacent to Wool Court, is the only major remnant natural system at Fort Scott. The district also contains a population of rare San Francisco owl's clover.



Presidio forest surrounding grassy central parade ground

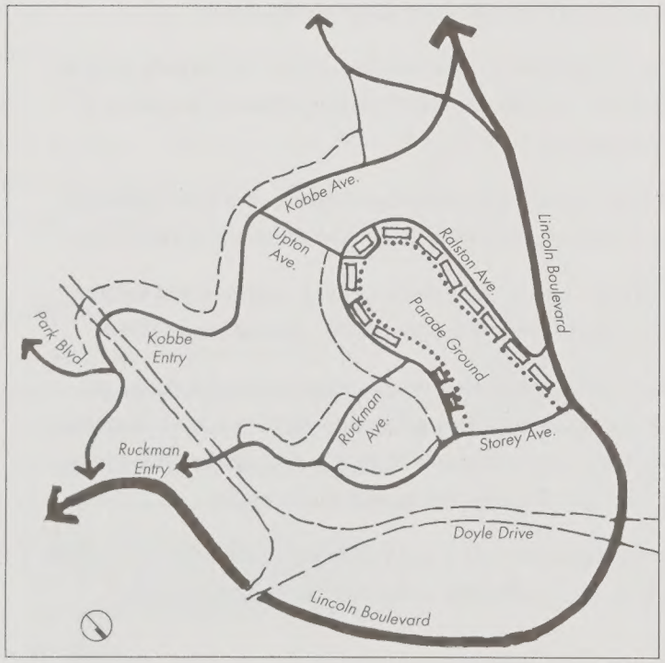
GUIDELINES

- Restore the parade ground to its original configuration and re-establish its function as the main gathering space for the district.
- Relocate the ball fields at the northern end of the parade ground and regrade the site to restore the historic parade ground to a gently sloping lawn.
- Preserve and rehabilitate significant historic designed landscape features, including the formal landscape adjacent to Wool Court.
- At the northern end of the parade ground, maintain and enhance low trees and shrubs to provide a buffer against Doyle Drive.
- Selectively remove non-historic trees and landscape features, consistent with the *Vegetation Management Plan*, to re-establish view corridors and Fort Scott's historic visual relationship to the Golden Gate, San Francisco Bay, and the coast.
- Restore natural resources along Dragonfly Creek and wetland and rare plant habitat northwest of the Fort Scott parade ground.

Circulation and Access

Meandering Roads and Hidden Entries. Fort Scott's curving roads that follow hillside contours and its obscured entries are key character-defining features of its circulation system. The meandering approach through the forest gives an air of the unexpected and slows traffic. A hierarchy of roads provides access to Fort Scott. Primary vehicular access is from Park Boulevard and Lincoln Boulevard.

Emphasis on Pedestrian Spaces. The parade ground's pedestrian promenade provides a clear path and connection between the buildings and adjacent parade ground. The heart of Fort Scott is relatively free of parked cars. Service streets provide access to parking areas, nestled in small pockets at the periphery of Fort Scott.



Meandering entry roads that reinforce sense of seclusion

GUIDELINES

- Clarify and simplify vehicular, bicycle, and pedestrian access to create clear and safe traffic patterns at Fort Scott. Maintain low-key access with primary emphasis on pedestrians and bicycles.
- Establish safe, clear, and distinct access from Lincoln Boulevard into the district.
- Provide pedestrian connections to adjacent residential clusters, including North Fort Scott.
- Limit parking to smaller lots at the periphery of the built areas of Fort Scott where possible.
- Relocate the large parking lot north of Storey Avenue to enhance the view out across the bay.
- Carry out the visitor access provisions of the Presidio Trails and Bikeways Master Plan, which will afford protection to sensitive natural resources and offer opportunities for unique recreation experiences.

PUBLIC HEALTH SERVICE HOSPITAL DISTRICT

Overview

Residential Education and Conference Center

"Physically and visually distinct from other areas in the Presidio, the facilities and setting of the Public Health Service hospital complex are well suited for in-depth, extended educational and conference activities. A residential education and conference center will be established here to support those activities." (GMPA, page 80)

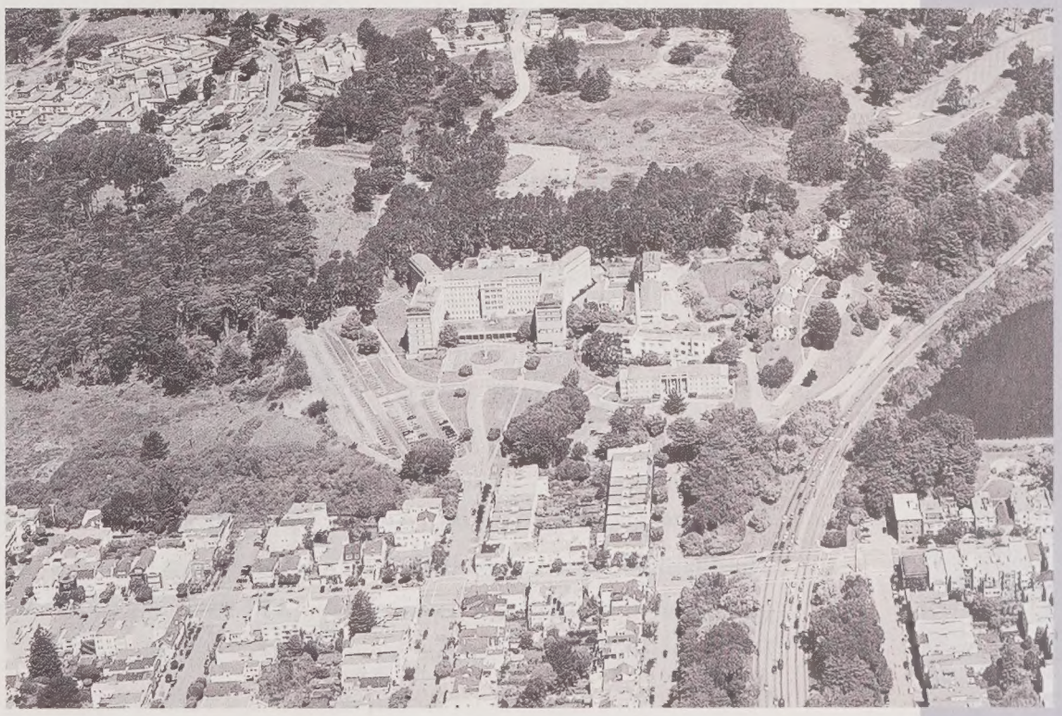
The former Public Health Service Hospital would be a self-contained campus for educational, institutional, conference, and residential uses. Existing historic buildings would be rehabilitated, if feasible, to accommodate new uses. Non-historic structures may be removed. Some new infill development could be considered in future site-specific proposals if carefully sited and designed to build upon the wooded and serene, historic, campus-like setting. Important natural resources, including habitat for rare and unique plant and wildlife species, would be protected and enhanced.

Public Health Service Hospital: Educational and Residential Area	
Planning District Area	42 acres
Existing Total Building Area	400,000 square feet
Proposed Total Building Area	up to 400,000 square feet
Land Use Preferences	educational, institutional or conference facilities, and/or housing

Planning Concept

Setting

The Public Health Service Hospital (PHSH) district is situated on the Presidio's southern boundary overlooking the city. The PHSH site is remote from other developed areas of the Presidio and evolved as a separate entity oriented more toward San Francisco.



Aerial view of Public Health Service Hospital, 2001

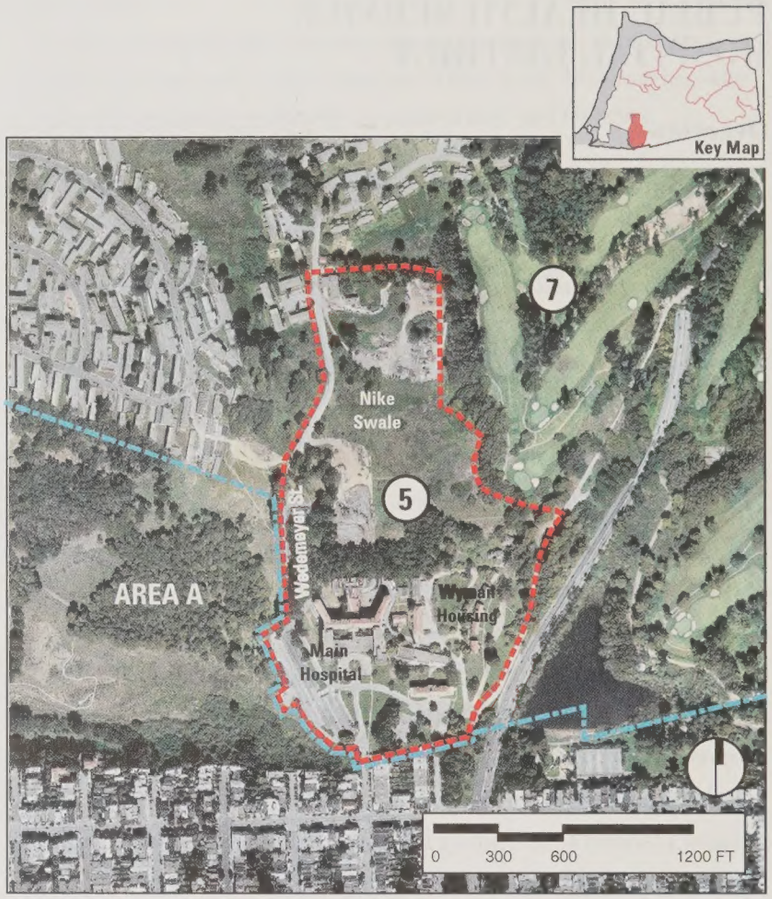
The district is located on a gentle north-south ridge that separates two groundwater-fed watersheds: Lobos Creek and Mountain Lake. The site was originally selected for development in the 1870s because of its proximity to the creek and lake. The ridge has been developed into two plateaus with most of the existing development located on the lower plateau. The upper plateau supports unique and ecologically significant native plant communities that include coast live oak woodland,

grasses, woody dune scrub, and riparian and wetland vegetation. Within this area, disturbed areas provide habitat for the San Francisco Lessingia (*Lessingia germanorum*), a federally-listed endangered plant. This complex array of vegetation provides valuable habitat for the locally rare California quail; the area supports the largest known quail population in San Francisco, as well as other bird species. The potential for historic archeological resources is high in this area. The old Marine Cemetery, a valuable archeological resource, dates back to the 1880s.

The district contains 19 buildings, including the former U.S. Marine Hospital and its support buildings (seven houses, dormitories, offices, and a steam plant). The historic 173,000-square-foot main hospital building, built in 1932, was expanded in 1952 with a seven-story, 125,000-square-foot addition on the south side of the original building. The hospital closed in 1980. Two city streets, 14th and 15th Avenues, provide the main road access to the PHSH district.

Proposed Character, Land Use and Open Space

The PHSH district is proposed to be a self-contained campus of institutional, educational, conference, and residential uses. Future planning may consider use of the site for a school or a training center and may consider removal of non-historic structures, including the modern wings on the main hospital building. If a suitable tenant cannot be found to rehabilitate the hospital, the building may be removed and replacement construction considered. The proposed planning guidelines (see below) would help ensure that any infill development would be sensitive to the prevailing architectural treatment, scale, and orientation of existing structures. New construction would reinforce the historic campus environment on the lower plateau of the site. (See Figures 4.11 and 4.12.)



5. Public Health Service Hospital **7. South Hills**

Figure 4.11: PHSH District Area

"Other site improvements will include reducing the amount of paved surface, removing non-historic buildings, and re-landscaping to improve the site's naturally scenic qualities..." (GMPA, page 81)

"Remnant natural systems in this area will be preserved and revitalized, including coastal shrub, wetland, riparian woodland, wildflower fields, and coastal strand communities. Several sites support native plant species not found anywhere else in San Francisco..." (GMPA, page 81)

District Boundary
Area B Boundary
Historic Buildings
Non-Historic Buildings
Areas of Existing Development
Park Presidio/Highway 1

Site Acreage	42
Existing Building Square Footage	400,000
Proposed Building Square Footage	up to 400,000

The Public Health Service Hospital complex would be used for educational, residential, and recreational uses in a campus-like setting. The northern portion of the planning area would be integrated into the natural resource consolidation in South Hills.

Figure 4.12: PHSH District Concept Plan

Restoration of the unique native plant communities and wildlife corridor within and surrounding this site, as well as protection of the wetland feature below the Nike Swale, are ongoing activities in this district. Connections to the surrounding network of trails and pathways would provide a scenic pedestrian gateway to other parts of the Presidio. Future projects that might affect the conservation and recovery of the San Francisco Lessingia would be carried out in consultation with the U.S. Fish and Wildlife Service.

Proposed Access and Circulation

The PHSH building complex has historically been an enclave tucked away and separate from the rest of the Presidio. The primary entrance would continue to be from 14th and 15th Avenues, perhaps as a one-way couplet. Access to the PHSH district from other parts of the Presidio would continue along Battery Caulfield.

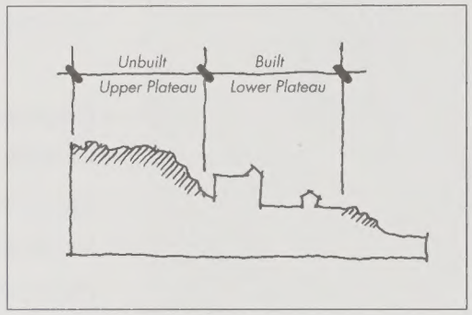
"Convenient access will be provided to nearby outdoor recreational facilities like the Presidio Golf Course and walking trails...On-demand shuttle service will be required by program operator participants; this will help minimize traffic and noise impacts on surrounding neighborhoods and improve transportation options to airports, downtown, and other regional destinations." (GMPA, page 82)

Planning Guidelines

The proposed planning guidelines respond to the key character-defining features of the Public Health Service Hospital area. The guidelines conform to *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes.*

Spatial Organization and Land Patterns

Lower and Upper Plateaus. Topography has played a key role in shaping the PHSH site through its 125-year history. The building core was sited on a relatively level natural bench in the south-facing slope west of Mountain Lake. An upper plateau above the building core was left more open. This distinction between upper and lower plateaus remains today.

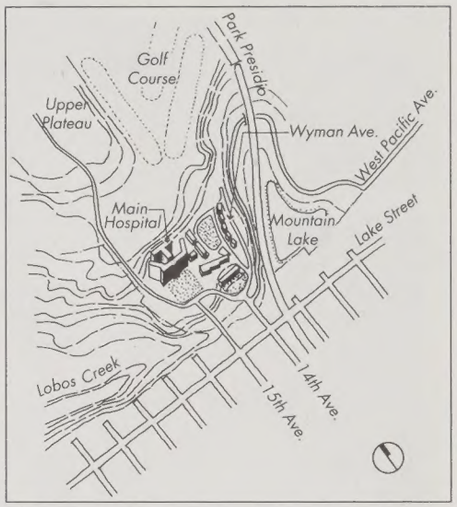


Upper and lower plateaus

Hierarchy of Building Sites. Buildings were sited according to function and hierarchy in a campus-like setting. The hospital building retains the most prominent position facing out over the city. Associated buildings are located nearby to the east. Open lawns typically serve as formal foregrounds (front yards) for major buildings or building groups.

GUIDELINE

- Maintain the historic pattern of concentrating development on the lower plateau while enhancing open space and preserving natural processes necessary to maintain a functioning ecological system on the upper plateau. New infill construction should respect historic spatial relationships, scale, and orientation of buildings toward Mountain Lake and the city, and 14th and 15th Avenue entry views. The formal placement of buildings around open spaces and the definition of open space and streets through formal planting should be retained.



Primary buildings clustered on small plateau overlooking city

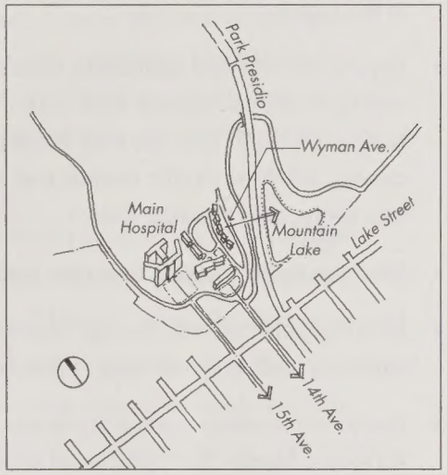
Buildings and Structures

Formal vs. Informal Buildings. The PHSH complex is comprised of the dominant hospital building and a number of smaller outbuildings. The principal institutional structures face the city and present a strong institutional image with prominent massing and classical detailing. In contrast, the Wyman Avenue houses face east, are arranged in an arc on a knoll, and overlook Mountain Lake and its surroundings.

Contrasting Architectural Character. The architectural character of the PHSH complex is different from the rest of the Presidio. The buildings vary in scale, style, and materials.

GUIDELINES

- Maintain the informal campus-like character of the site.
- If new construction is recommended in the future, ensure that infill buildings are secondary to the former hospital as the predominant building in the campus. Potential sites for infill construction should be out of direct view, such as behind the main hospital or at the northern edge of the central green.
- Ensure that new construction is compatible in scale, massing, height, color, and materials with those of the historic buildings in the area. Maximum heights should be between 30 feet to 45 feet for outbuildings and 70 feet adjacent to Building 1801.



Contrast between formal orientation of main hospital and informally sited adjacent buildings

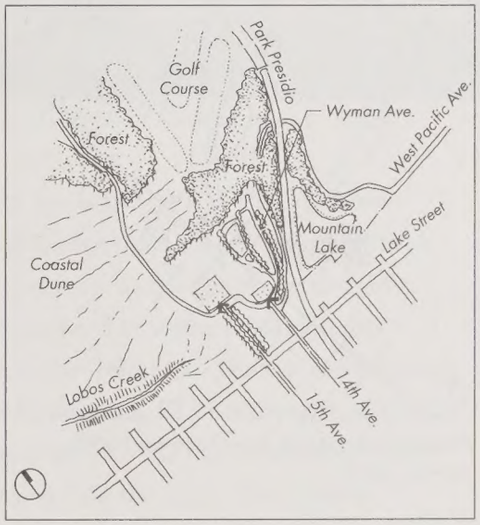
Open Space/Vegetation/Views

A Rich Mix of Natural Features. The PHSH district is sited on a ridge that drains west to Lobos Creek (the Presidio's source of drinking water) and east to Mountain Lake. Natural areas surrounding the hospital support a variety of native plant habitat, including rare and endangered species. A federally listed endangered plant species, the San Francisco Lessingia, is found on the upper plateau of the site.

Formal Landscaping. Designed landscape features that characterize the PHSH complex include the hospital's front lawn and tree-lined entry roads, the Wyman Street houses' landscapes and tree plantings, the remnant cypress windrow on the north and west sides of the former cemetery, and a large stand of Monterey Pine trees north of the hospital.

GUIDELINES

- Rehabilitate and restore the upper plateau as native plant habitat and/or for compatible recreational uses consistent with the protection of the natural resources.
- Respect the natural and historic terrace landform of the site. Major regrading and construction on slopes should be avoided.
- Protect the Presidio's drinking water source by prohibiting permeable paving, infiltration systems, and use of re-claimed water that could lead to groundwater contamination. Direct stormwater run-off away from the adjacent watersheds of Lobos Creek and Mountain Lake.
- Consider planting as part of the overall design of the site to articulate and better define historic open spaces and entry sequences.
- Preserve and enhance view corridors and panoramic viewsheds both from and to the site. Significant views include Mountain Lake from Wyman Terrace, Lobos Creek Valley from the western edge of the site, and sweeping views of the city and ocean from the upper plateau.
- Restore natural resources, and protect and enhance wetland and endangered species habitat.



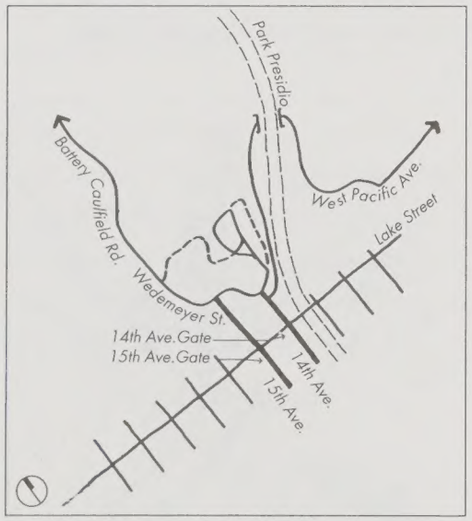
Site surrounded by a diverse mix of natural and cultural resources

Circulation and Access

Access Via 14th and 15th Avenues. Historically, the hospital was the terminus of a curving, tree-lined drive that entered the Presidio at 14th Avenue. Today this access is gated and the 15th Avenue gate is the primary entry.

Internal Circulation Routes. In the late 1980s, Wedemeyer Street and Battery Caulfield Road were connected to provide access from the PHSH complex to the rest of the Presidio. Circulation within the district is characterized by informal, curving roads that reinforce the site's campus-like character.

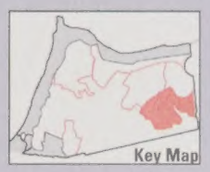
Key Trails. Several important trails intersect in the PHSH district. A key section of the Juan Bautista de Anza National Historic Trail runs through the site, the West Pacific Avenue trail connects to Mountain Lake, the Park Boulevard trail connects through the golf course to Washington Boulevard, and the Lobos Creek trail extends through the site to Baker Beach.



Primary site access from 14th and 15th Avenue gates

GUIDELINES

- Maintain 14th and 15th Avenues as the primary ingress/egress to the PHSH site. Consider a one-way couplet for these streets. A secondary entry should be promoted along Battery Caulfield Road to accommodate users coming to the site from within the Presidio. Through-traffic should be discouraged. Other options may be studied in the future.
- Ensure that bike and pedestrian trails connect to the network of nearby local and regional trails such as the Juan Bautista de Anza National Historic Trail, the Park Boulevard trail through the golf course, the West Pacific Avenue trail to Mountain Lake, and a foot trail connection to Baker Beach.
- Minimize traffic impacts from new uses at the site.
- Enhance public access through improved mass transit options, both internally and via transit links to the city.
- Carry out the visitor access provisions of the Presidio Trails and Bikeways Master Plan, which will afford protection to sensitive natural resources and offer opportunities for unique recreation experiences.



EAST HOUSING DISTRICT

Overview

An Educational and Residential Neighborhood

"Although it is close to some of the more heavily used Presidio sites, the East Housing area conveys the feeling of a quiet residential neighborhood. Classrooms and residences for... military, park and program staff will be established here. El Polin Spring and adjacent drainages will be restored." (GMPA, page 84)

The East Housing district would continue to be a primary residential area of the Presidio, offering housing opportunities for Presidio-based employees. Historic housing clusters would be rehabilitated. Some non-historic clusters may be considered for demolition, especially in areas where natural resource restoration would take precedence, such as along Tennessee Hollow riparian corridors. Some replacement and infill housing would be considered through future site-specific proposals consistent with the PTIP. Open space and forest areas would be maintained to provide valuable wildlife habitat as well as compatible interpretive and recreational amenities for visitors.

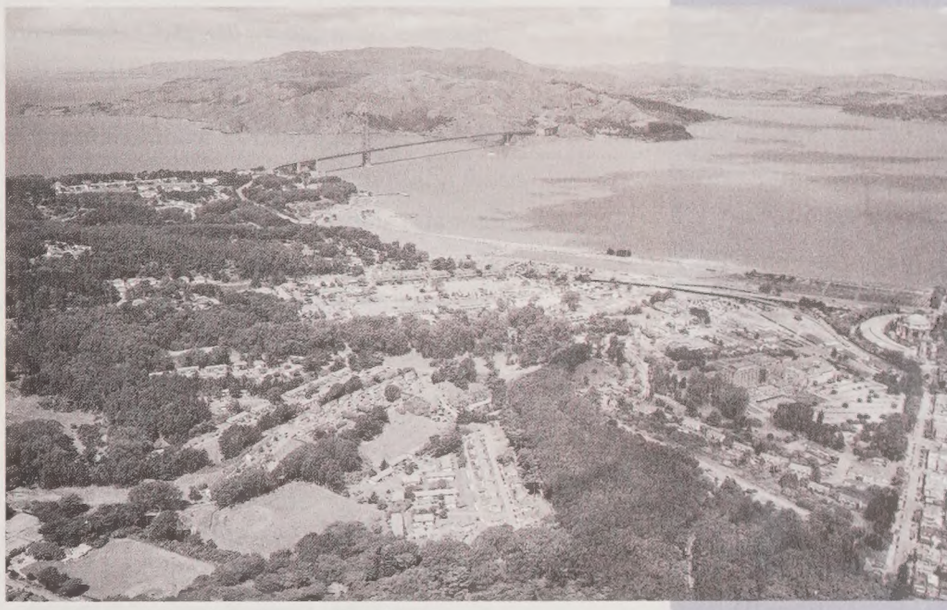
East Housing: Residential Community

Planning District Area	123 acres
Existing Total Building Area	650,000 square feet
Proposed Total Building Area	up to 620,000 square feet
Land Use Preferences	housing, open space

Planning Concept

Setting

The East Housing district is one of the oldest residential areas in the Presidio. The district contains distinctive clusters of historic housing sited on winding roads that follow ridge lines and command breathtaking views of San Francisco Bay. The area also contains clusters of non-historic housing, typically sited on filled-in streams and valley bottoms. Concentrated at the district's southern edge are recreation fields and playgrounds such as the Paul Goode Field and the city-operated Julius Kahn Playground. Presidio residents, as well as city neighbors, have traditionally used these facilities and continue to do so today.



Aerial view of East Housing district, 2001

Three tributaries feed from the watershed of the Tennessee Hollow creek system, a significant partially surviving natural system that still supports remnant native plant communities and aquatic ecological resources. The natural springs that surface at the headwaters of the Tennessee Hollow creek system have long been of interest to humans. El Polin Spring, was an original source of drinking water for the early Presidio; Native Americans gave the natural spring the name "the pollen spring" and associated it with legends of fertility. Due to their

long history of human use, Tennessee Hollow and El Polin Spring have high potential to contain prehistoric and historic archeological resources.

Proposed Character, Land Use and Open Space

"Historic housing in this area represents a mix of architectural styles and scales; these structures will be maintained for residential use. Landscapes, vistas, orientations, access drives and small landscape features will also be preserved and improved. Historic streetscapes with turnarounds and designed open spaces like those along Portola and Liggett Streets will be maintained." (GMPA, page 84)

The East Housing district would continue to be used for residential purposes. The clusters of historic housing built along ridges and slopes and set against a forested backdrop would be preserved. Some non-historic housing clusters may be considered for demolition and replacement elsewhere within the district to restore open space and provide more compatible housing units. (See Figures 4.13 and 4.14.)

"Tennessee Hollow was the site of a temporary encampment at the turn of the 19th century and a staging area for the Panama Pacific International Exposition. El Polin Spring, one of the earliest water supplies in the area, was near the historic trail between the Spanish Presidio and the Mission de Francisco de Assisi. Both of these areas will be surveyed for archeological resources, and any significant resources will be preserved and protected as part of the drainage restoration project." (GMPA, page 84)

"Surface drainage and native riparian habitat will be reestablished along the three surviving natural drainages into Tennessee Hollow, including El Polin Spring." (GMPA, page 84)

1. Main Post **2. East Housing** **3. Letterman** **4. South Hills**

Figure 4.13: East Housing District Area

Key open space projects in the East Housing district would include restoration of Inspiration Point grasslands, El Polin Spring, and the tributaries and riparian corridors of the Tennessee Hollow creek system, and enhancement of other important native plant restoration areas. These projects would be coordinated through future site-specific land use proposals involving public participation and environmental review. The restoration of drainages and riparian communities would allow visitors to understand the importance of these resources to native peoples and early explorers. The area's serenity and sensitive habitats would be respected, and only compatible recreational activities would be allowed.

District Boundary
Area B Boundary
Historic Buildings
Non-Historic Buildings
Areas of Existing Development

Site Acreage	123
Existing Building Square Footage	650,000
Proposed Building Square Footage	up to 620,000

East Housing is proposed to remain as one of the Presidio's major residential communities, with the retention of historic buildings, the conversion of some units to smaller residential apartments, and some replacement construction. Much of Tennessee Hollow would be restored, connecting to Crissy Field.

Figure 4.14: East Housing District Concept Plan

Proposed Access and Circulation

"A trail will be established along the restored riparian corridor between El Polin Spring and Crissy Field. This action, together with the removal of non-historic housing and roadways, will expand opportunities for hiking and other outdoor activities in the area. Trailhead parking will be provided to serve the trail system in the area.

The rebuilding of Lovers Lane, the historic pedestrian path that traverses Tennessee Hollow east of Funston Avenue, will strengthen the ties between the Main Post, East Housing area and Presidio Gate at the southeast entrance to the park. This paved path, once a formal boardwalk, will provide a pleasant walk in the forest."
(GMPA, page 86)

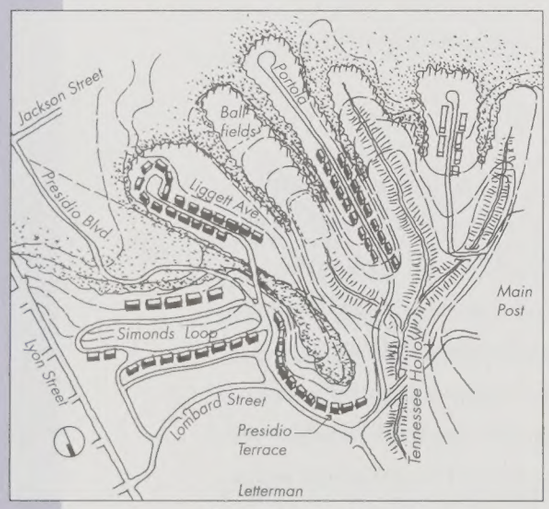
Pedestrian access would be improved and overall livability of the neighborhoods in this district would be enhanced. Trails and pathways would be developed, and Lover's Lane would be rehabilitated. Presidio Boulevard would continue to provide the main access from the south and north, while Lombard Street would be maintained as the primary access from the east. Some minor roads may be removed to create a continuous natural corridor along Tennessee Hollow. Other roads along ridges may be extended.

Planning Guidelines

The proposed planning guidelines respond to the key character-defining features of the East Housing District. The guidelines conform to *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes.*

Spatial Organization and Land Patterns

Influence of Topography. The basic form of the East Housing building clusters evolved in response to the district's topography. The historic housing clusters are linear in form, following hillside contours or running along a series of "fingers" (north-south ridges) that reach down toward the Letterman district and the Main Post. Below the ridgetops, these slopes direct rainwater into the three Tennessee Hollow creek tributaries, which lead to San Francisco Bay.



Distinct pattern of houses following ridges with riparian valleys in between

Contrast Between Ridges and Valleys. The historic contrast between the settled upland ridges and natural riparian valleys forms the key organizing land pattern in the East Housing area. In recent years, non-historic housing and ballfields built on filled land in the upper watershed have compromised the integrity of this historic ridge/valley relationship and degraded the natural values of the Tennessee Hollow creek system and riparian corridor.

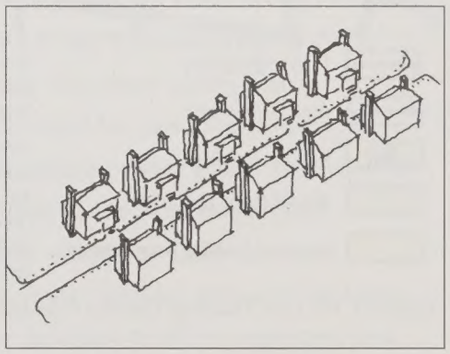
GUIDELINE

- Re-establish a clear distinction between historic housing on the high ground and functioning open space corridors in the valleys through selective removal of non-historic housing, restoration and enhancement of Tennessee Hollow creek tributaries, and construction of some compatible infill housing.

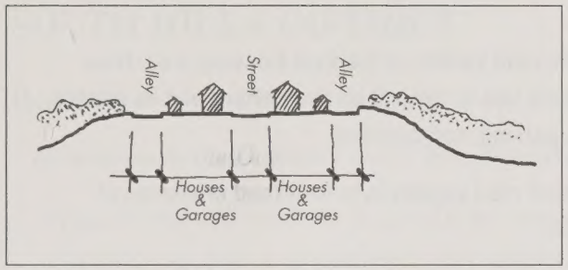
Buildings and Structures

Service Alleys and Formal Front Yards. The East Housing district contains a collection of military housing clusters characterized by rows of similar houses with repetitive architecture and streetscapes. Historic units are either single-family houses or duplexes, each with a formal front and back yard. Most units are standard, Army-designed masonry structures with classical proportions and detailing. Units are typically sited close to each other, creating strong street edges. Together, the units create a distinctive historic pattern of formal fronts facing the street and service alleys (often lined by freestanding detached garages) in the back.

Single- and Double-Loaded Streets. Housing clusters fall into two basic configurations. Presidio Terrace and Simonds Loop are single-loaded streets along the hillside contour just above Letterman Hospital. Depending on the cluster, houses are located either uphill or downhill of the street with commanding views out to the bay. Portola and Liggett Streets are laid out on double-loaded streets following parallel ridges. In this case the dramatic bay views are down the street corridor, framed by the rhythm of repeating facades stepping down the hillside.



Rows of similar houses



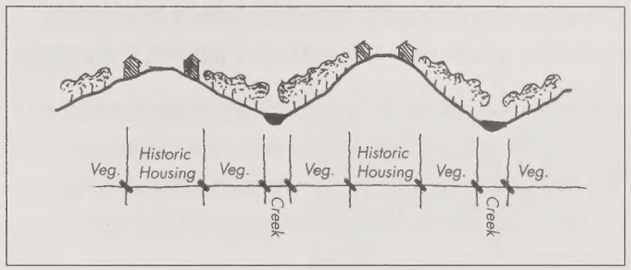
Distinct pattern of formal streets and service alleys

GUIDELINES

- Maintain the historic orientation of housing that parallels slopes or follows ridgetops and is not located in the lowlands or valley bottoms. Any new housing and recreation areas should be located in response to existing contours with no major regrading or leveling.
- Determine appropriate sites for new construction through future site planning. In general, infill sites should reinforce and complement existing street patterns rather than create new ones.
- Site infill development so as to protect existing natural resource integrity and function.
- Ensure that new housing types are responsive to existing historic typologies. Garages should be located at the back of the buildings and have access, where possible, through existing alleys. Building height, color, and materials should be compatible with the precedents established by the specific cluster within which new housing is located. Maximum height should be between 25 feet to 35 feet.

Open Space/Vegetation/Views

Ridges and Valleys. Creek-lined valleys alternate with ridges containing rows of housing. Remnants of the Tennessee Hollow watershed system drain to San Francisco Bay.



Ridges and valleys

Native Habitat. A significant amount of native habitat is found in the valleys below the ridges. While some of the valley bottoms have been partially filled and built over, remnant areas remain.

Planted Forest. Planted in the late 19th century, the mature forest on the upper hillsides encloses the residential areas and shelters them from the surrounding city neighborhoods. The forest's orthogonal layout over the hillside terrain provides a distinctive pattern of long, rolling forest when viewed from Presidio Boulevard.

Presidio and Bay Views. Excellent views of the Presidio landscape and San Francisco Bay are found at higher elevations in the East Housing district.

East Housing Planning Guidelines

GUIDELINES

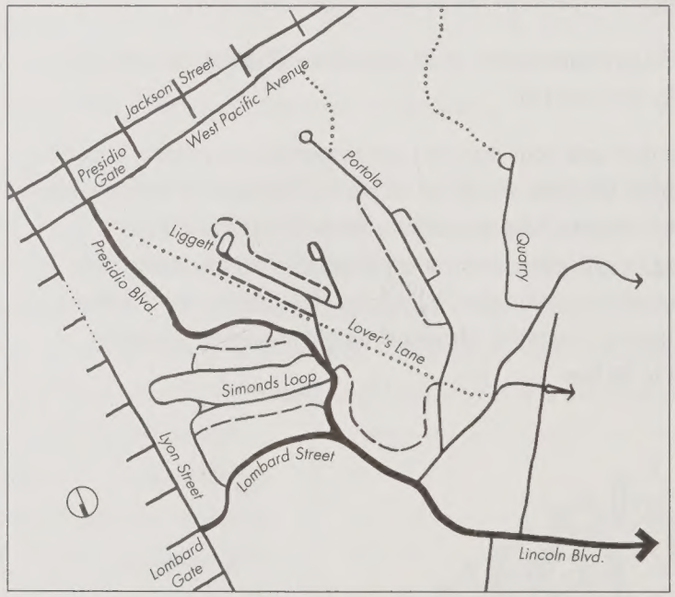
- Protect, restore, enhance and monitor the Tennessee Hollow watershed by removing fill material and non-historic housing, daylighting creeks, and introducing native plant communities. Maximize natural processes where feasible.
- Protect existing wetlands and other natural resource values by locating any new housing with sufficient offset buffers to minimize impacts and maintain appropriate setbacks for a parallel trail system.
- Manage vegetation of the slopes below housing sites and public streets and trails so as to maintain historic views out to the bay and to maximize natural resource values. Views into the historic forest along Presidio Boulevard should be maintained through reforestation efforts.
- Retain and reinforce the historic planting character of historic streetscapes in the East Housing area. Enhance neighborhood character through compatible landscape improvements.

Circulation and Access

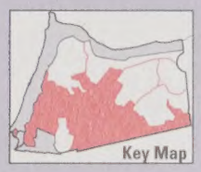
Street System Based on Topography. The layout of the East Housing street system is a function of the district's topography. The branching system of dead-end streets creates quiet residential zones and minimizes interruptions to connecting trails and open space systems. Most streets and alleys are narrow and require one-way circulation in certain sections. Parking is generally situated off service alleys with limited parallel parking provided along formal front streetscapes. In contrast to the curvilinear character of most streets in the district, Lover's Lane, a pedestrian path dating from the 1880s, cuts a straight line upslope, connecting the Main Post with Presidio Gate.

GUIDELINES

- Retain the historic road pattern in the East Housing area. New development should use or expand on this pattern and its related system of alleys, parking, and garages.
- Eliminate redundant road segments to limit road crossings of Tennessee Hollow.
- Improve pedestrian connections between housing clusters and to area playing fields and other destinations throughout the Presidio.
- Rehabilitate Lover's Lane as part of the Presidio-wide trail system.
- Carry out the visitor access provisions of the Presidio Trails and Bikeways Master Plan, which will afford protection to sensitive natural resources and offer opportunities for unique recreation experiences.



Street pattern determined by topography



SOUTH HILLS DISTRICT

Overview

Recreation in the Outdoors and a Woodland Retreat

"Presidio Hill will continue to provide for active outdoor recreation by hikers, golfers and other visitors. As non-historic housing is removed over time and replaced with historic forest species and native plants, open space opportunities will increase." (GMPA, page 94)

"The dramatic Monterey pine, Monterey cypress and eucalyptus stands within the Presidio forest provide settings for contemplation, recreation and education. These settings will be preserved and enhanced to establish a woodland retreat where seclusion and quiet are in welcome contrast to the bustle and intensity of the City." (GMPA, page 100)

"The national cemetery will remain a quiet place for remembrance and reflection. The rows of tombstones will offer mute testimony to the sacrifice of our nation's military men and women. The historic, formal landscape will continue to impart a feeling of dignity and permanence." (GMPA, page 98)

The principal goals for the South Hills district are to increase the area of open space and to improve the quality of the park experience. South Hills would be a place for visitors to enjoy open spaces, recreational opportunities, and the park's many natural resources. Remnant natural systems, including Mountain Lake, serpentine grasslands, and other ecosystems, would continue to be preserved, expanded and restored. The historic Presidio forest would be rehabilitated and native plant communities and wildlife corridors enhanced, in accordance with the *Vegetation Management Plan*. The stately National Cemetery would remain in its current configuration. Most of East and West Washington Housing would remain. Existing recreational amenities such as the recently renovated Presidio Golf Course, Julius Kahn Playground and Rob Hill Campground would be retained for public use. The existing water treatment plant would continue under Presidio Trust operation.

South Hills: Open Space and Recreation

Planning District Area	580 acres
Existing Total Building	990,000 square feet
Proposed Total Building	up to 300,00 square feet
Land Use Preferences	open space and recreation with visitor amenities

Aerial view of South Hills district, 2001

Planning Concept

Setting

The South Hills district covers over 50 percent of Area B, extending across the park's highest elevations from the Presidio Gate to the east to the World War II Memorial overlooking the Pacific Ocean to the west. Predominantly used for open space and recreation, the district is made up of several distinctive landscapes covering the southern half of the Presidio. These include the 100-year old Presidio forest, offering a park-like setting and an oasis within San Francisco; Mountain Lake, once a campsite of the first "de Anza" expedition and today the centerpiece of an adjacent city park; the 160-acre Presidio Golf Course, established in 1895 as one of the earliest golf courses on the West Coast; the popular Julius Kahn Playground, managed by the City of San Francisco; and the 33-acre San Francisco

National Cemetery, established in 1884 as a final resting place for former soldiers and their families.

Vestiges of the San Francisco's natural heritage are best seen in this part of the Presidio. Remnant native habitats have survived the dramatic landscape transformations of the last 225 years. Diverse habitats, ranging from majestic oak woodlands, forest canopies, and open grassy knolls, sustain native bird species found nowhere else in San Francisco. The district also harbors rare and endangered plant species, including the endangered San Francisco Lessingia, found only two places on earth, and the last remaining wild Raven's manzanita in the world.

The district also contains three isolated non-historic housing complexes set in sparsely vegetated portions of the Presidio forest. They include two large neighborhoods along Washington Boulevard and the Wherry Housing (Baker Beach Apartments) complex. Together, these areas provide 587 dwelling units.

Proposed Character, Land Use, and Open Space

> *"This planning area contains several remnant natural features, including riparian woodlands, mixed evergreen forests, northern coastal scrub and coastal prairie species, and the natural aquatic system at Mountain Lake. These natural features, as well as the important wildlife habitat in and around the lake, will be protected and enhanced to promote their natural and recreational values." (GMPA, page 94)*

> *"Because of its historical and recreational significance, the Presidio forest will be revitalized and managed as part of the cultural landscape. Research will be conducted to determine the extent of the forest as originally planted, and areas outside that boundary will be cleared and planted with native species to enhance natural resource value and restore important vistas. The parts of the forest that provide important wildlife habitat will be maintained." (GMPA, page 100)*

Planned activities in the South Hills district would revolve around natural resource restoration, preservation, and interpretation. The district would provide serene, park-like settings for contemplation, education, research, and recreation. The eventual removal of non-historic housing at the Wherry Housing site would expand the Presidio's open space resources. Removal of this non-historic housing and associated pavement would allow for expansion of natural resource areas and contiguous open space. At the remaining East and West Washington sites, the Trust would consider possibilities for converting existing housing to smaller units, to help expand the range of housing choices available at the Presidio. (See Figures 4.15 and 4.16.)

> *"Non-native species will be replaced with native species and threatened and endangered species, including the Raven's manzanita, Presidio clarkia, San Francisco lessingia, and the Marin dwarf flax will be protected and subject to restoration efforts. Habitats that have developed on serpentine rock will be managed to minimize disturbance...These and other native communities will receive maximum protection, enhancement and restoration because of their rarity and value to bay area ecosystems." (GMPA, page 108)*

Resource conservation measures would ensure that Lobos Creek remains a rich ecological system while also providing the Presidio with potable drinking water. Hands-on habitat restoration programs would involve the public in growing, outplanting, and weeding natural habitats, an increasingly-popular recreational activity that greatly contributes to the Presidio's ecological sustainability. Natural history inventory, monitoring, and research programs would involve local universities and scientific institutions.

"As its contribution to achieving the overall vision, the Presidio forest will offer diverse recreational opportunities. A forest trail system will be developed as part of the new Presidio-wide pedestrian trail network. This system will be connected to the Bay Area Ridge Trail and to other regional trails. People hiking the forest trails will be able to choose from walks of varying length and difficulty. Wayside exhibits along the trails will describe significant natural features and historic sites. They will also interpret the original Army planting program and cultural landscape preservation and habitat restoration projects. Rangers will lead school and tour groups on explorations of the forest environment." (GMPA, page 101)

A comprehensive system of visitor-oriented recreational opportunities would be established consistent with the area's resource values. Visitors would be able to experience and understand the park's cultural and natural resources through a series of education and recreation opportunities. Visitors might learn about the flora and fauna of the area, enjoy spectacular views of the ocean and bay, hike through restored natural areas and forests, play golf or softball, or simply enjoy a quiet, contemplative moment. Mountain Lake would be enhanced and native habitat restored according to the approved *Mountain Lake Enhancement Plan (2000)*.

Hiking trails would connect the South Hills with other parts of the Presidio. Washington Boulevard would be used as a scenic bicycle and pedestrian route following the natural ridgeline within the historic Presidio forest, and linking hiking trails through natural areas to Rob Hill Campground, overlooks and other areas.

The San Francisco National Cemetery's forested setting, expansive site, commanding views, and historic gravestones, buildings, and roads would also be preserved and managed by the Veterans Administration.

Proposed Access and Circulation

Access to the South Hills district would continue to be through the Arguello Gate, 25th Avenue Gate, Lincoln Boulevard, and Park Boulevard. Washington Boulevard would remain in place with enhancements for bicyclists and pedestrians; it could be closed to traffic over weekends or during special events. Battery Caulfield Road/Wedemeyer Street would be maintained as a narrow, slow street providing access to the Public Health Service Hospital district. With the demolition of Wherry Housing, most roads here would be removed or converted into pedestrian trails. West Pacific Avenue, between the golf course and the Public Health Service Hospital district, would remain closed to vehicles and would provide pedestrian access to Mountain Lake.

An extensive trail system would be developed in accordance with the Presidio Trails and Bikeways Master Plan. Trails would lead to overlooks, wind through natural and other areas of the park, and provide connections for the Bay Area Ridge Trail and other regional and national trails. Interpretive signage along the trails would describe significant natural features, the historic forest, and cultural landscape preservation and habitat restoration projects. Small trailhead parking areas would be made available in several areas to reduce the impacts of concentrated use.

1. Main Post **3. Letterman** **4. Fort Scott** **5. Public Health Service Hospital** **6. East Housing** **7. South Hills**

Figure 4.15: South Hills District Area

District Boundary
Area B Boundary
Historic Buildings
Non-Historic Buildings
Areas of Existing Development
Housing to be removed
Park Presidio/Highway 1

Site Acreage	580
Existing Building Square Footage	990,000
Proposed Building Square Footage	up to 300,000

South Hills would be an open space haven, offering contemplative park experiences and recreational opportunities to visitors in the park. The removal of non-historic buildings and increase in open space would allow for restoration of unique native plant communities, native habitats, and natural systems. A portion of the district would remain in residential use.

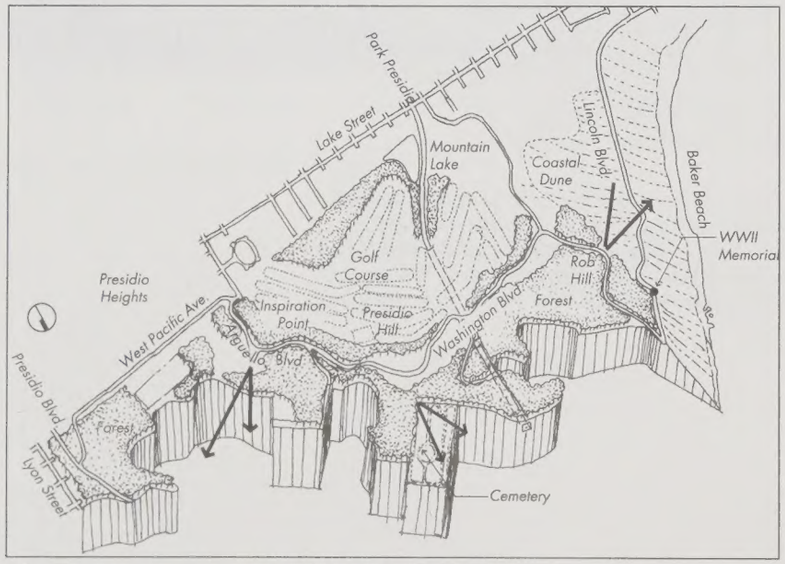
Figure 4.16: South Hills District Concept Plan

Planning Guidelines

The proposed planning guidelines respond to the key character-defining features of the South Hills district. The guidelines conform to *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes.*

Spatial Organization and Land Patterns

The Highest Ground at the Presidio. The district's diverse landscapes share at least one common characteristic – they occupy the highest ground at the Presidio. About 90 percent of Presidio lands having an elevation 200 feet or higher above sea level are within the South Hills district. The rugged terrain has left this area the least disturbed by development. As a result, these lands encompass a wide range of natural resources, unique cultural landscapes, diverse recreation opportunities, and spectacular panoramic views. The influence of the rolling terrain is easily seen in the area's winding roads and the changing scenery at every turn.



Contiguous open space zone following Presidio's southern uplands

Historic Ridgetop Forest. The historic Presidio forest stretches almost continuously over two miles along the ridgeline connecting the high point at the southeast corner with Presidio Hill and Rob Hill. Viewed from the city to the south and east, this forested ridgeline has been the Presidio's single most dominant visual feature for nearly a century. As one of the earliest examples of a large-scale forest planting in the western U.S., it is a highly valued cultural landscape. Its mature stands are among the most iconographic images of the Presidio landscape.

Dominance of Open Space Landscapes. The dominance of natural and recreational open spaces over built areas is a principal character-defining feature of the South Hills district. The district supports a wide range of unique native plant communities, including over 230 native plant species and several rare or endangered plants uniquely adapted to the Presidio and found nowhere else in the world. Serpentine grassland habitat, which has disappeared from much of the Bay Area, is still found at Inspiration Point and along Lincoln Boulevard. More than 200 species of birds are known to use the Presidio, with as many as 50 nesting here. Wildlife species from the native grey fox to the California quail still survive in this area. The district provides valuable habitat to migratory songbirds, raptors and butterflies. In the middle of the district is the largest single recreational land use at the Presidio – the 160-acre golf course, characterized by its own unique historic landscape of cultivated turf and long windrows of Monterey Cypress. Mountain Lake, the only natural lake on the Presidio, supports numerous habitat values and unique recreation and visitor experience opportunities. Most of the built features in the district are non-historic housing clusters that do not contribute to the recreation and open space focus of the area.

GUIDELINE

- Connect the Presidio's ridgetop open space through restoration and rehabilitation of the area's native and forested landscapes and removal of a significant amount of non-historic housing.

Buildings and Structures

Non-Historic Housing and Other Structures. In the 1950s and the late 1960s, three major housing clusters (Wherry, West Washington, and East Washington) were constructed in areas that were previously forested and open. Other, smaller development clusters include the historic water treatment facility near Baker Beach, the new golf clubhouse and the non-historic Building 1750, which houses Presidio Trust operations and maintenance functions. The World War II Memorial also is located at the west edge of the district overlooking the Pacific Ocean. In general, these and other small non-residential structures are discreetly located and do not affect the park-like character of this district in any significant way. Restroom facilities and orientation kiosks, for example, provide needed services in the park without undermining the visitor experience.

GUIDELINES

- Prohibit new construction in the South Hills, other than small structures to serve the visitor and management needs of the park.
- Remove infrastructure as feasible during housing demolition activities in areas planned for ecological restoration to maximize natural resource process and function.
- Site small structures that serve park users discreetly, and ensure that these structures are of a scale, massing, height, material, and color that is compatible with the natural setting.

Open Space/Vegetation /Views

Native Plant Communities. The South Hills support native plant habitats such as coastal dune scrub and serpentine grasslands. These communities, together with a complex network of wetland systems and geologic features, represent part of the Presidio's natural history and pre-planted landscape. The corridors of native plants, water and forest create important wildlife habitats and allow for a glorious diversity of bird species. Mountain Lake, a natural fresh water lake, provides diverse native habitat and recreational opportunities.

The Presidio Forest. The Presidio forest, planned by Army Major Jones in 1883 and planted throughout the 1890s and early 1900s, is a majestic stand of trees that provides a green oasis, towering above the surrounding city neighborhoods. The forest, originally planted with tree species including blue gum eucalyptus, Monterey pine, Monterey cypress, and Blackwood acacia, is in critical condition today.

Along the ridge, clearings in the forest offer spectacular views and significant opportunities for recreational uses such as trails, campgrounds, informal play fields, and picnic areas.

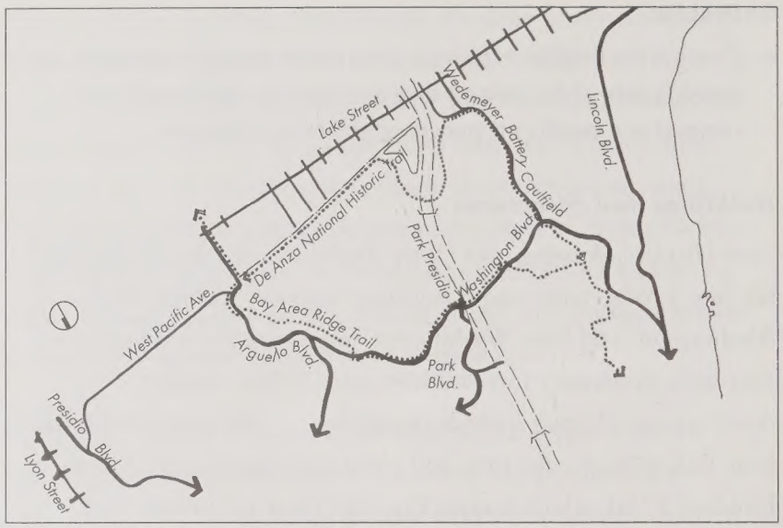
GUIDELINES

- Rehabilitate and restore the Presidio forest and native plant areas according to the *Vegetation Management Plan* (VMP).
- Maintain and improve historic and scenic views out over the adjoining city, San Francisco Bay and Pacific Ocean.
- Remove the Wherry Housing complex, restore native plant communities, and expand the remnant adjacent central dune shrub habitat as guided by the VMP.

Circulation and Access

East-West Road. The South Hills circulation system consists of a major east-west road (Washington Boulevard/Arguello Boulevard) winding along the Presidio's main ridgeline. It is crossed by the switchback curves of Park Boulevard running up and over the ridge from north to south. Battery Caulfield is a more recent connection extending off Washington Boulevard and leading to Wedemeyer Street and the Public Health Service Hospital.

Trails and Bike Routes. Large portions of the South Hills are free of vehicles, reinforcing the park experience of the Presidio. An extensive trail system, including the Bay Area Ridge Trail and the Juan Bautista de Anza National Historic Trail, cross over the ridgeline. Washington and Arguello Boulevards offer a popular route for road bicyclists, panoramic views of the surrounding landscape and city, and access to trails in the park.

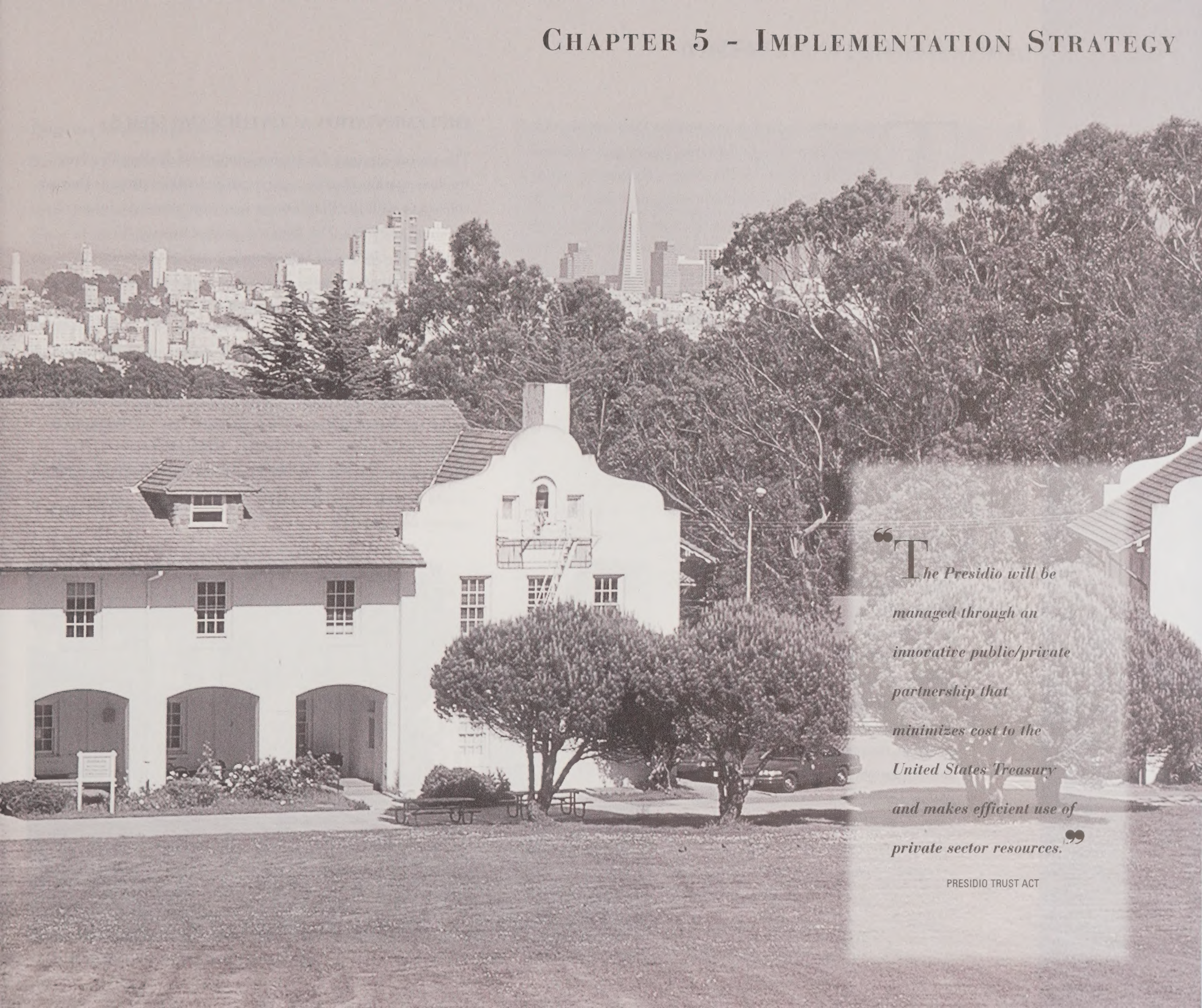


Arguello and Washington Boulevards winding along ridge

GUIDELINES

- Remove abandoned roads, parking areas, and driveways at the Wherry Housing site when housing is removed; re-vegetate these areas or convert them to trail use.
- Establish a comprehensive system of paths and trails with clearly marked trailheads to lead visitors through the diverse natural and cultural resource areas of the Presidio.
- Carry out the visitor access provisions of the Presidio Trails and Bikeways Master Plan, which will afford protection to sensitive natural resources and offer opportunities for unique recreation experiences.
- Ensure that small parking areas continue to provide convenient parking for visitors using trails and other recreational amenities along the ridge.

Chapter 5 - Implementation Strategy



"The Presidio will be managed through an innovative public/private partnership that minimizes cost to the United States Treasury and makes efficient use of private sector resources."

PRESIDIO TRUST ACT

Implementation Activities and Goals

The Presidio Trust Implementation Plan would guide preservation of Area B of the Presidio as a national park. This chapter summarizes a strategy by which the Presidio Trust would preserve and reuse individual buildings, enhance the park's natural resources, and implement other projects in furtherance of the Plan vision. At the same time, the Trust commits to further planning, environmental analysis, and public input before undertaking major projects that may involve building demolition or new construction. This chapter describes the anticipated results of Plan implementation at 5 years, 10 years, and 20 years after Plan adoption, and provides key guidelines to inform plan implementation. Related financial planning and monitoring activities are also described.

This chapter's focus on general tasks and guidelines is consistent with the programmatic nature of the PTIP. Both the order in which tasks are accomplished and the ultimate mix of uses, enhancements, and programs would depend on financial feasibility considerations, including market opportunities and market conditions, and on maintaining an appropriate balance among the planning principles in each planning district. This chapter presents factors that would help set priorities for planning districts, projects, and future uses, along with measures to ensure public input into future decision-making.

IMPLEMENTATION ACTIVITIES AND GOALS

The overall strategy for implementation of the Presidio Trust Implementation Plan is to carry out individual projects that are consistent with the Plan, concurrent with necessary future planning activities. The Plan sets forth a broad policy framework within which future plans and projects would proceed. Some long-term projects, such as long-term leases involving stabilization and rehabilitation of historic and non-historic structures, are likely to proceed directly from the PTIP and its EIS. Other future planning activity and projects, such as proposed new construction or the possible demolition of historic resources, would be subject to further environmental analysis under the National Environmental Policy Act (NEPA) and to requirements of Section 106 of the National Historic Preservation Act (NHPA). All important implementation actions would include continued public involvement and required agency consultation.

Kobbe Avenue historic houses

Ongoing Implementation

Since 1994, many individual projects have been carried out in furtherance of the GMPA, and serve as examples of the activities that would continue as the PTIP is implemented. Many of these projects were undertaken by the NPS, and ensured a successful transition of the site from the Army. Examples of completed projects – encompassing basic site improvements and start-up programs for the park – include:

- Substantial infrastructure repairs and upgrades (electrical, water, sewer, stormwater) to meet applicable codes, laws and regulations and to prepare the site for new uses with new demands;
- Major building demolition at Wherry Housing;
- Site restoration along Crissy Field;
- Rehabilitation of and the new addition to the Presidio Fire Station;
- Rehabilitation and construction of a new golf course clubhouse and maintenance facility;
- Rehabilitation of 70 buildings for new uses;
- Establishment of a Presidio Native Plant Nursery and Park Stewardship program;
- Establishment of a National Park Service (NPS) Visitor Center at the Main Post, along with an array of interpretive services; and
- Rehabilitation of key community facilities including the child care center, the Herbst Exhibit Hall, the Officers' Club, the bowling center, the swimming pool and gym, the Main Post chapel, and the Golden Gate Club.

TABLE 5.1

"LONG-TERM" NON-RESIDENTIAL LEASES[1] AND COMMITTED SPACE
(as of April 19, 2001)

Building	Tenant	Building Area
106	Arnold Palmer Golf Management Company (National Office)	7,098 RSF
300, 315-319, 322-324, 346, 348, 351-353	Arnold Palmer Golf Management Company (Presidio Golf Course)	NA
1187, 1188	Exploratorium	26,960 GSF
385	Fort Mason Foundation Exhibit Center	10,585 GSF
603	Golden Gate National Parks Association (GGNPA) Crissy Field Education Center	10,740 GSF
135	Golden Gate National Parks Association (GGNPA)	25,776 GSF
130	Interfaith Center	7,160 GSF
116	Internet Archives	2,970 GSF
TBD	Letterman Digital Arts Ground Lease	Approx. 900,000 GSF
210	Post Office	2,700 GSF
63, 1151, 1152	Presidio Community YMCA	46,821 GSF
38	Presidio Internet Center Partners	61,573 GSF
39	S.F. Film Centre	55,310 RSF
387	S.F. Unified School District (Child Care Center)	19,170 GSF
1029, 1030,	Swords to Plowshares	46,000 GSF
1012, 1013, 1014, 1016	Thoreau Center I	73,200 GSF
1000-4, 1007-9	Thoreau Center II	84,768 GSF

1 Leases Greater than 5 Years
NA Not Available
SF Square Feet
RSF Rentable Square Feet
GSF Gross Square Feet (from building databases)

Implementation activities currently underway include environmental remediation programs, critical road safety repairs and intersection improvements, initial transportation management programs, initial pilot projects under the recently completed *Vegetation Management Plan* (VMP), a successful archeological research and monitoring program, an interim leasing program, pre-construction activities related to the approved Letterman (23-acre) project, and a comprehensive residential leasing and renovation program. The NPS and/or the Trust have also accomplished or recently undertaken rehabilitation and long-term leasing of buildings listed in Table 5.1.

Implementation Activities and Goals

Future Implementation Tasks/Activities

Individual projects that are consistent with PTIP would proceed immediately after the Plan is adopted. These projects would primarily include (1) cultural programs and special events; (2) building rehabilitation and long-term leases involving no new construction or demolition of historic resources, where uses are consistent with PTIP planning guidelines; and (3) natural resource restoration efforts that are consistent with both the PTIP and the VMP. Other projects are likely to include stabilization and rehabilitation of historic buildings, utilities and infrastructure improvements, transportation demand management program activities, remediation efforts, and short-term (interim) leasing.

For project proposals involving potential demolition, new construction, or significant change to the historic landscape of the Presidio, the Trust would undertake more detailed studies and environmental analyses before project implementation. Future implementation activities would build on the PTIP, would address individual sites (e.g., potential infill construction at West Letterman), planning districts (e.g., Fort Scott), or Presidio-wide issues (e.g., open space and recreation), and would provide a greater level of specificity than is included in PTIP. Figure 5.1 illustrates the key steps in these potential future planning processes. All of these processes would involve coordination with the NPS and other agencies as necessary, and would offer additional public participation opportunities. Public participation would be solicited early on as objectives are defined and before projects are cast in stone. NEPA and NHPA compliance would continue to offer an important vehicle for ensuring public and agency participation in projects and plans with the potential to affect park resources.

FIGURE 5.1: CONCURRENT IMPLEMENTATION ACTIVITIES

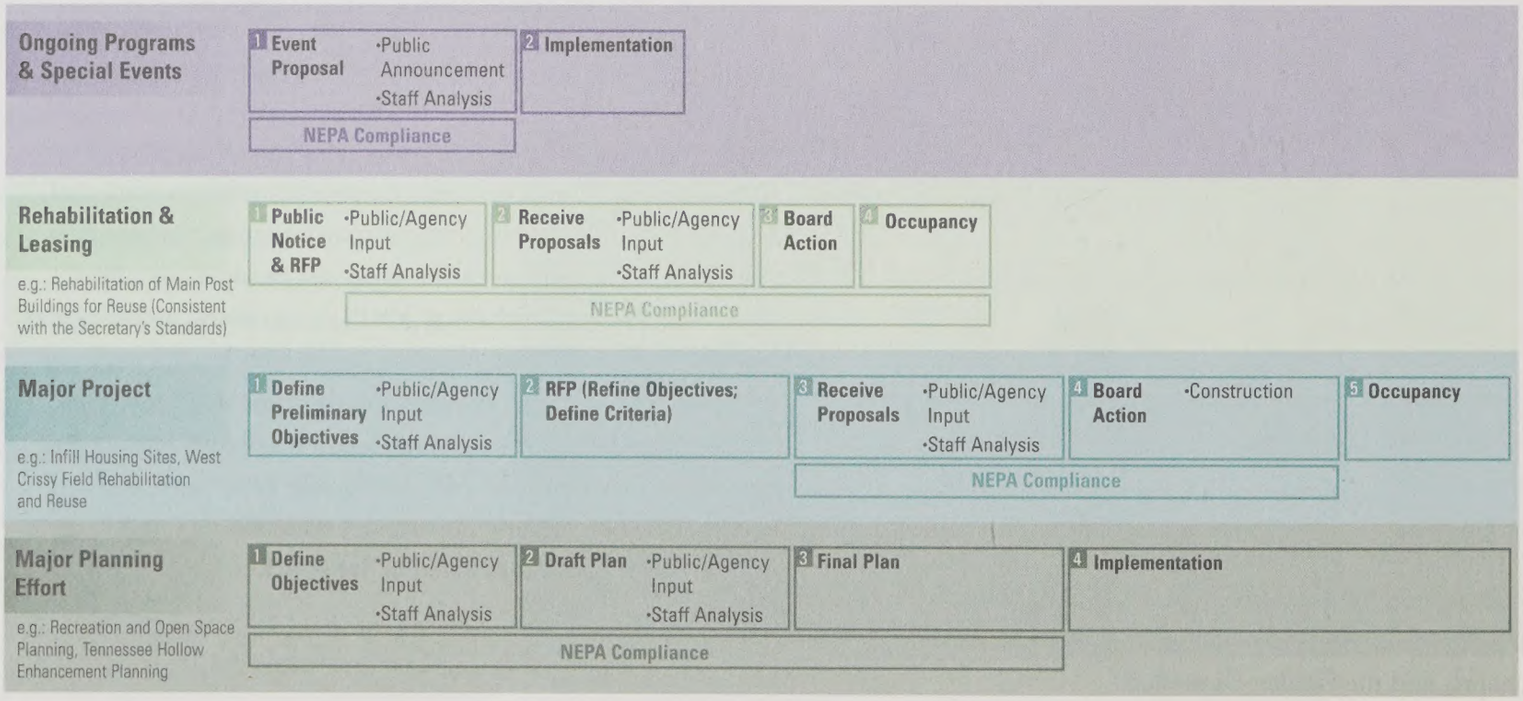


TABLE 5.2
POTENTIAL OUTCOMES OF PLAN IMPLEMENTATION AT 5, 10, AND 20 YEARS AFTER PLAN ADOPTION

5 Years		10 Years		20 Years
Historic housing fully renovated.	Trails planning complete. Stewardship begun.	Substantial replacement housing in place. Removal of non-historic housing begun.	Trails plan implementation substantially complete.	Open space areas increased.
VMP pilot projects complete.	Presidio Interpretation Plan complete, programming underway.	Long-term VMP implementation strategies initiated.	Cultural facilities in place to allow expanded programs/events.	Long-term VMP implementation underway.
Tennessee Hollow planning complete.	LDA constructed; other interim and long-term leasing concurrent with district-level planning for Crissy Field, Main Post, etc.	Tennessee Hollow implementation begun.	Main Post landscape improvements complete; projects at Crissy Field, West Letterman, and Main Post in place.	Tennessee Hollow enhancements complete.
Doyle Drive configuration resolved and design work complete.	Remediation projects substantially complete; utilities system upgrades substantially underway.	Doyle Drive construction initiated; early phases complete.	Utilities system upgrades substantially complete.	Doyle Drive realignment complete.
Effective parking management, transit improvements, and TDM programs in place.		Parking supply projects underway.		Parking supply projects complete (structured parking; overall supply reduction).

As implementation proceeds, the Trust also anticipates providing a broadly-based mix of park programs, from festivals to exhibits and events. As revenue-generating projects come on-line and it is financially prudent to do so, the Trust expects to increase the types and level of park programs.

Goals and Expected Outcomes

Plans, projects, capital improvements, long-term lease agreements, and park programs would be phased in over time. The specific timing of individual improvements and leases is uncertain, and would depend to a large extent on market conditions and on a continual reassessment of available resources. Table 5.2 shows some possible outcomes of plan implementation that articulate chronologically some of the large concepts inherent in the Trust's vision for the Presidio. For example, only if/when replacement housing is achieved through building conversions or infill construction would non-historic housing be removed to allow expansion of open space areas. Similarly, pilot projects under the VMP would lead to implementation of long-term vegetation management strategies.

IMPLEMENTATION GUIDELINES

The Trust would consider the following guidelines, in addition to the Presidio Trust Act mandates and PTIP planning principles and planning guidelines, when initiating and implementing projects and concluding transactions in accordance with the PTIP.

Plan Implementation Priorities

The Trust would look to the following factors in prioritizing land uses and projects:

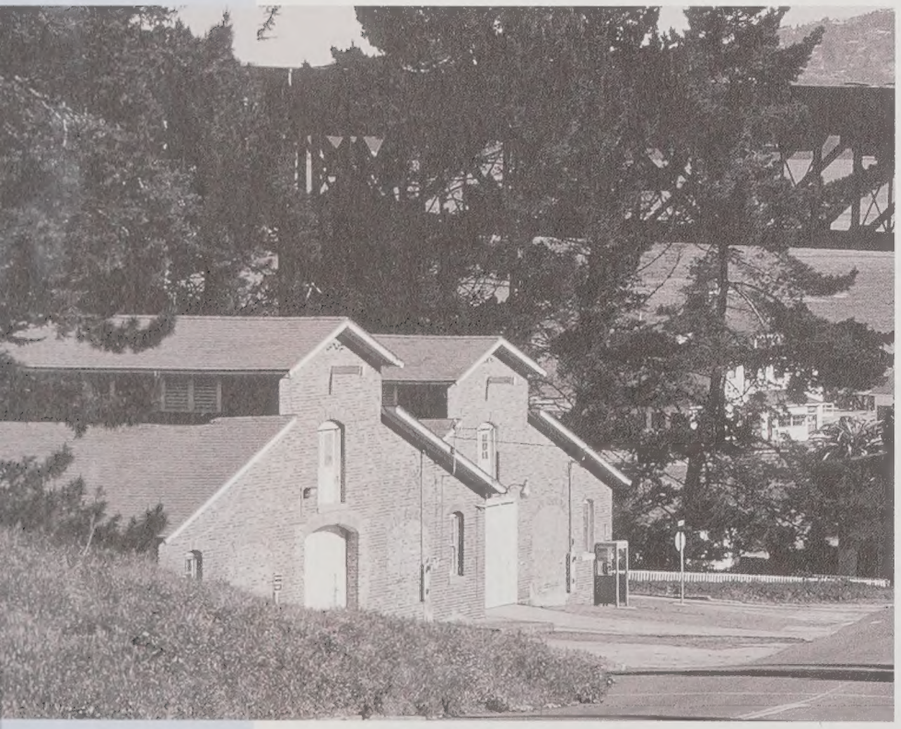
- the need to safeguard significant park resources,
- compatibility with the Trust Act,
- compatibility with the preferred uses and planning principles articulated in PTIP, and
- the potential contribution to the Presidio Trust's self-sufficiency as a national park.

Implementation Guidelines

The Trust would consider issues such as site preparedness (i.e., adequacy/availability of infrastructure, site remediation status, building conditions) and marketability of preferred land uses designated for each area, along with the physical relationship of each area to existing activities and to significant park resources. Leasing of existing buildings requiring little modification may proceed immediately where such activities complement planning and implementation of larger projects or result in substantial resource enhancements and/or substantial progress toward the goal of financial self-sufficiency.

Financial Monitoring

As specific projects are proposed or completed and more information becomes available, the effectiveness of the PTIP in carrying out the Trust's financial goals would be continually monitored. The Trust would use conventional planning and budgeting tools, such as five-year budget forecasts and the Trust's annual budget, to update business plans periodically to reflect actual implementation of the PTIP and the financial progress of the Trust. Ongoing monitoring and evaluation of the Trust's progress toward self-sufficiency would permit the Trust to make policy decisions when goals are attained. For example, if revenues exceed expectations, the Trust could decide to accelerate preservation and natural resources (capital) projects, lower rents, scale back the planned built environment, or increase programming.



Cavalry Stables

Competition

In seeking building tenants, the Trust would provide for "reasonable competition" as required by the Presidio Trust Act. In general, this competition would be ensured by broadly marketing available sites and opportunities, providing requests for qualifications (RFQs) to interested parties, and evaluating resulting qualifications on the basis of uniform criteria. In some instances, the Trust may use a two-step process that solicits proposals from RFQ respondents via a request for proposals (RFP).

The Trust's policy for interim use at the Presidio is to minimize vacancies by permitting short-term leasing of existing buildings. This policy applies to space offered for lease terms of five years or less. The Trust may pursue interim leasing without undertaking the RFQ process required for long-term lease transactions. Nevertheless, reasonable competition and public outreach are to be achieved by publishing notices and sending announcements of offerings to interested parties.

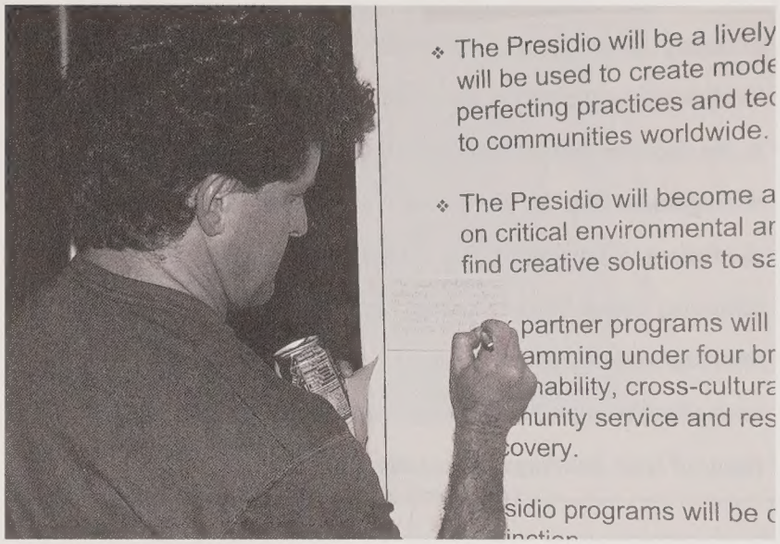
The distribution of RFQs, RFPs, and interim use offerings would include for-profit and not-for-profit tenant and business communities, including businesses and organizations owned and operated by women and members of minority groups.

Public Involvement

Public involvement and agency consultation would be key components of the Trust's future planning activities, and would inform important decisions about Plan implementation. Planning activities would include periodic public workshops to ensure broad participation and consideration of all issues and perspectives, and would provide for public review of draft plans and planning guidelines, in addition to formal opportunities for public comment on draft environmental assessments and environmental impact statements. Trust staff would solicit input from a wide variety of interested parties. Outreach may take the form of public workshops and/or public notices and information provided to organized groups. The Trust would seek public input on planning concepts, proposed uses, and project goals (including financial goals), rather than the economic details of particular transactions. The Trust would follow its policy on public outreach, which provides procedures for providing public information and opportunities for public comment.

Tenant Diversity

The Presidio Trust envisions diverse tenants, organizations, and residents forming a community organized around the concept of sustainability and the General Objectives of the GMPA. The Trust would favor internationally- or nationally-oriented groups and enterprises that draw upon the strengths of the San Francisco Bay region, its innovative industries and institutions. In the areas of research and training, the Trust would seek the participation of area schools and universities, since these institutions are the engines driving much else that renders the region creative and productive. The Trust would also favor enterprises that relate to the history of the Presidio itself and that would inform and educate the public about the park's past, including roles of the Army and the National Park



Making comments at a public workshop

Service, and Spanish and Mexican contributions to our country and culture.

The Trust would use a number of means to accommodate non-profit organizations that may be less able to pay premium market rents but otherwise meet selection criteria. As an example, the Trust would encourage master tenants, as part of their programmatic contribution to the park, to lease space to non-profit groups at subsidized rents. Other alternatives being pursued by the Trust include looking to partnerships with philanthropic organizations that have the means and are willing to fund a portion of the rents due from non-profit or other tenants not fully capable of paying market-rate rents. These are only two examples, and the Trust would continue to develop innovative approaches to achieve a rich and diverse tenant mix within the Presidio community.

"In managing and leasing the properties transferred to it, the Trust shall consider the extent to which prospective tenants contribute to the implementation of the general objective of the General Management Plan for the Presidio and to the reduction of cost to the Federal Government. The Trust shall give priority to the following categories of tenants: Tenants that enhance the financial viability of the Presidio and tenants that facilitate the cost-effective preservation of historic buildings through their reuse of such buildings." (Presidio Trust Act)

Tenant Selection Criteria

Presidio tenants would be selected on the basis of the following main criteria: (1) compatibility with PTIP planning principles and preferred uses articulated in the PTIP planning district guidelines, (2) demonstrated ability to fund necessary building improvements and contribute to the Presidio's financial sustainability, and (3) responsiveness to park program themes and contribution to the visitor experience.

The Trust would make reasonable efforts to attract tenants that meet all three main criteria, but acknowledges that achieving its goal of a diverse tenant mix within a financially viable setting may at times elevate one criterion over another. For example, cultural uses that are particularly responsive to program themes may warrant favorable consideration even if they would have a neutral effect on the Presidio's long-term financial viability, as long as that viability is secured through other means/tenants.

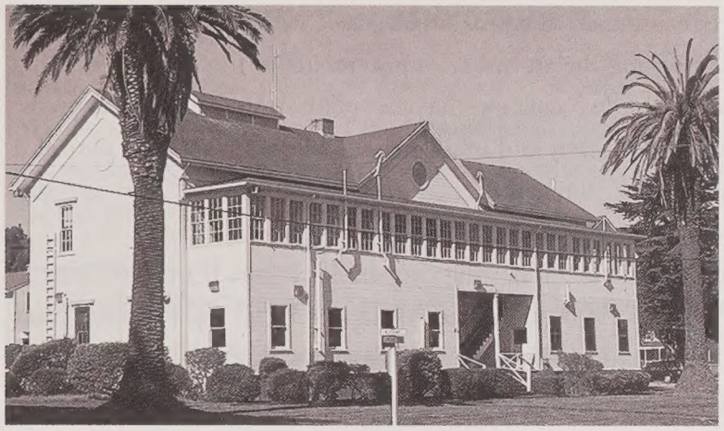
The Trust would make reasonable efforts to seek and accommodate uses identified as "preferred" in the Plan. Preferred uses in the Plan are long-term goals, and it is possible that financial self-sufficiency requirements and the wisdom of occupying historic buildings to halt further deterioration would lead to some rentals for other purposes. When preferred tenants cannot be identified, the Trust may expand marketing efforts to encompass secondary uses under the Plan. In these instances, care would be taken to provide only for activities that do not negatively affect the Trust's ability to accommodate preferred uses elsewhere in the vicinity, and to permit dedication of the subject properties to preferred uses at a reasonable future time when the opportunity exists.

Limit on Building Square Footage

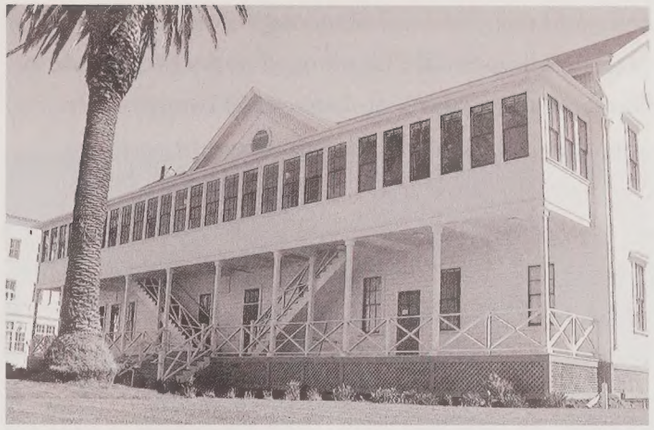
When the GMPA was written, the Presidio contained 6.3 million square feet of building space. Today, Area B of the Presidio contains 5.96 million square feet of building space.[1] The Presidio Trust Act specifies a maximum total building area of 5.96 million square feet in Area B. Over time the PTIP would provide for a decrease in building square footage down to 5.6 million square feet. Achieving this goal would ultimately depend on financial considerations as well as the timing of building removal and replacement construction. The timing of building activity would in turn depend on a variety of factors, including compliance with the NEPA, NHPA, and Endangered Species Act (ESA).

The Trust would administer the quantitative square footage so as to foster the successful implementation of future plans and projects. When buildings are removed within Area B, replacement buildings may be constructed in the same footprint as the removed building, but in many instances may be relocated to other developed areas of the Presidio consistent

[1] 6.3 million square feet existed when the GMPA was finalized in 1994. Between 1994 and the passage of the Trust Act, NPS demolished approximately 120,000 square feet of space, mostly at Wherry Housing in Area B, and demolished some buildings in Area A outside the Trust's jurisdiction.



Building 36, pre-rehabilitation



Building 36, post-rehabilitation

with PTIP. The Trust may also remove structures and hold the square footage in reserve for an indefinite period, drawing upon it later to provide the basis for building additions or new construction. Any new construction, however, would be limited to areas identified in the Plan as "existing areas of development," i.e., areas that have been previously disturbed and are shown in yellow shading on planning district maps.

In conformance with the planning principles (Chapter 2), the Trust may build square footage in excess of the 5.6 million square-foot goal or 5.96-million-square-foot cap for a limited and reasonable period of time to allow revenues from a new use to come on-line before the offsetting revenue-generating space is demolished. As an example, before some or all of Wherry Housing is demolished, the Trust would plan and bring on-line replacement dwelling units elsewhere within Area B. In any such circumstance, there would be a firm and irrevocable commitment to demolish the offsetting square footage after the new facilities are in operation.

Consistent with these timing issues, the environmental impact statement (EIS) on the PTIP analyzes impacts associated with a range of alternatives with total building areas from 5.0 to 5.96 million square feet. (See Appendix B for a summary of Draft EIS alternatives.)

Comprehensive Management Program

The Presidio Trust Act requires the Trust to develop a comprehensive program for management of Area B. This comprehensive management program is intended to evaluate each structure identified for demolition in the GMPA to determine whether rehabilitation and reuse of the structure are cost-effective, to consider for possible demolition the buildings in categories 2 through 5 of the 1985 Historic American Buildings Survey (HABS) Report, to consider opportunities for new construction within existing areas of development, and to address administrative management issues.

The comprehensive management program consists of the Trust's ongoing management practices, operating procedures, policies, and programs, and will not be addressed by a single document or plan. The foundation of the comprehensive management program is nevertheless established in the PTIP. The PTIP establishes a goal for a maximum total building area of 5.6 million square feet without specifying what portion of that space would be contained in newly constructed buildings versus reused historic structures. The PTIP also identifies character-defining features of each planning district, along with specific planning guidelines and area-wide planning principles.

Implementation Guidelines

Future project- and district- level planning efforts would consider which buildings would be retained and which would be removed. These more site-specific plans would comply with NHPA requirements. Through the preparation and periodic update of business plans based on PTIP, administrative management options would be continually reassessed so as to provide the most efficient delivery of administrative services. All of these processes and procedures together would form the Trust's comprehensive management program, which would be continually monitored as the Plan is implemented.

Presidio Recycling Center grand opening, August, 2000

Monitoring and Amending the Plan

The Trust would assess the effectiveness of PTIP planning principles and guidelines on an ongoing basis as individual projects are carried out. Should future project planning, including related public input, suggest desirable modifications, the Plan may be amended through resolution of the Trust's Board of Directors. Amendments would be consolidated with adoption of district- or project-level plans or other activities of the Board to the extent feasible, and would be subject to review under NEPA and NHPA.

NPS Relationship

The 1996 Presidio Trust Act sets forth the statutory framework for the NPS and Presidio Trust relationship. As authorized by Congress in the Presidio Trust Act, the NPS manages Area A of the Presidio, and in cooperation with the Trust, is responsible "for providing public interpretive services, visitor orientation and educational programs on all lands within the Presidio." Underpinning the statutory requirements of the Trust Act, however, the two agencies have a collaborative goal to ensure a seamless operation and management of the Presidio as part of a national park. Since the Trust's establishment, the NPS and the Presidio Trust have worked together on a variety of undertakings, including the transition of Area B from NPS to the Trust in 1998. In implementing the PTIP, the Presidio Trust would continue to work in partnership with the NPS on a variety of activities, particularly those undertakings that affect resources in both Areas A and B. Responsibility as lead agency under NEPA would be determined on a case-by-case basis. Examples of some of the collaborative projects currently underway include implementation of the VMP, preparation of a Presidio-wide Trails and Bikeways Master Plan, preparation of the Presidio Interpretive Plan, and planning for Doyle Drive.

The two agencies will also continue to collaborate on operational and management issues related to natural resources activities; special events and festivals; Presidio programs and tenant participation in programs; tour bus management; transportation, circulation, and parking; and public safety. When appropriate, the Presidio Trust and the NPS may enter into agreements, as done for the provision of public safety services, that would clarify overall goals and objectives, roles and responsibilities, decision-making processes, and financial obligations. Examples of subject areas for agreements may include interpretation, museum and curatorial services, natural resources, and use of facilities. Such agreements would provide a framework for the two agencies' staffs to work together. In cases in which a management decision is needed, however, the lead agency for an area would be responsible for a final decision.

FINANCIAL PLANNING AND MONITORING

Substantial financial resources are needed to manage the Presidio over the long term. Using sound principles of financial and real estate management, the financial challenge can be met and the park can pay for itself.

"...[T]he Trust shall submit to Congress a plan...that will achieve, at a minimum, self-sufficiency for the Trust within 15 complete fiscal years after [the first meeting of the Board of Directors] of the Trust." (Trust Act §105(b))

Self-Sufficiency and Long-Term Sustainability

The Trust's mandate is to preserve and enhance the resources of Area B of the Presidio and to become financially self-sufficient by Fiscal Year 2013. Self-sufficiency requires that the Trust generate sufficient revenues to support its operations (including financing costs and programs) without annual federal appropriations, beginning in Fiscal Year 2013. Having revenues that meet expenses on that or any later date is not enough. Long-term financial sustainability will require generating or obtaining sufficient revenues over and above these operating expenses to fund not only all capital needs but also future replacement and upgrades of the Presidio's infrastructure and built and natural environments for decades to come.

Financial Planning Context

As part of the GMPA, the National Park Service prepared the *Presidio Building Leasing and Financing Implementation Plan*. It provided financial analysis and projections for the GMPA's implementation at that point in time and relied upon a continuing inflow of federal funds. The 1994 GMPA financial plan estimated annual Presidio operating expenses at $38 to $40 million, to be paid in part by tenant revenues (e.g., the continuing presence of the Sixth U.S. Army) and by a continuing annual operating subsidy from Congress (federal

The Officer's Club

appropriations) ranging from $13 to $16 million. Capital financing costs, estimated at $490 million, would be paid with Treasury and/or private sector debt, Congressional appropriations, and philanthropic funds.

The 1996 Presidio Trust Act changed the financial assumptions of the GMPA. A key change is the requirement that the Trust generate sufficient revenues to support Area B operations (including financing costs and programs), capital needs, and capital reserves over the long term without annual federal appropriations beyond the year 2013. Congress required that the Trust, among its first official acts, present to Congress its plan for eliminating the federal subsidy. Pursuant to the requirements of the Presidio Trust Act, by July 8, 1998 the Trust presented to Congress a *Financial Management Program*

Financial Planning & Monitoring

(FMP) detailing how the Presidio would become independent of federal appropriations within 15 years after the first meeting of the Trust Board of Directors (i.e., by July 8, 2013). Projected expenses, costs and revenues were based largely upon GMPA assumptions combined with some updates from early Trust marketing and financial studies. Although the FMP's self-sufficiency margin at the end of 15 years was quite small, it demonstrated to Congress that the goal could be achieved. The 1998 FMP now forms the basis for the scheduled decline in federal subsidy to zero by 2013.

"At the end of each calendar year, the Trust shall submit to the Committee on Energy and Natural Resources of the United States Senate and the Committee on Resources of the House of Representatives a comprehensive and detailed report of its operations, activities, and accomplishments for the prior fiscal year. The report also shall include a section that describes in general terms the Trust's goals for the current fiscal year." (Presidio Trust Act)

TABLE 5.3
PROPOSED PLAN FINANCIAL SUMMARY
(all $ figures in millions)

Financially Self-Sufficient in 2013?	Yes
Annual Program Expenditures	$10.0
Total Capital Costs	$546.0
Residential	$148.0
Non-Residential	$191.0
Lodging/Conference	$21.0
Miscellaneous	$163.0
Non-Revenue-Generating Space	$23.0
Capital Projects Complete as of 2013	$328.0
Remaining Capital Projects as of 2013	$218.0
Year Capital Program Completed	approx. 2025-2030
Year Capital Replacement Reserves Fully Funded	approx. 2035-2040

After the PTIP is adopted, the Trust intends to establish a process and criteria by which the Plan's implementation – and the Trust's progress towards financial sustainability – would be monitored. The process/criteria would take into account changes in circumstances since the FMP was prepared in 1998, and would provide a vehicle for assessing the financial advantages or disadvantages of future land use decisions. (See earlier discussion of financial monitoring.)

Financial Flexibility and Constraints

In addition to an annually declining federal subsidy, other mandatory constraints set by statute and circumstance influence the Trust's financial plans. The Trust may enter into leases, but must consider the extent to which tenants contribute to the reduction in cost to the federal government. Priority must be given to tenants that enhance the financial viability of the Presidio and that facilitate cost-effective preservation of historic buildings through reuse. The Trust's financing authority is limited to $50 million in Treasury borrowing with no authority to borrow private funds. Nevertheless, the Trust may consider tenant funding of capital improvements that may include the use of historic tax credits. Until 2011, the Trust may also provide loan guarantees for up to 75 percent of loan principal, not to exceed $200 million.

More than just statutory parameters have changed the financial landscape since 1994. The Sixth Army – considered an "anchor tenant" of the Presidio – has departed. The Crissy Field improvements, estimated at $30 million, have accounted for a significant amount of the GMPA's anticipated philanthropic contribution. Further, since 1994, changes in the San Francisco Bay Area real estate market have been dramatic, illustrating the importance of taking into account market fluctuations over time when planning for the future. Also, since 1994, the NPS and the Trust have implemented many projects that provide sound case studies and baseline data for financial projections. These projects include long-term leases, residential rentals, infrastructure improvements, open space enhancements, and the rehabilitation of historic buildings. This management experience would be enhanced as the Plan is implemented and unanticipated costs and cost savings are revealed.

Financial Planning

The current FMP and the financial analysis conducted in association with the PTIP both demonstrate that the Trust's annual revenues can fund Area B's ongoing operations and maintenance as well as its capital costs and reserve requirements over time.

Projected costs and revenues were based largely on GMPA assumptions combined with some early Trust marketing and financial statements. The FMP demonstrated to Congress that the goal of self-sufficiency could be achieved. The FMP now forms the basis for the scheduled decline in federal subsidy to zero by 2013.

Specifically, by 2013, the Trust would be able to fund the estimated $45 million required each year to operate and maintain Area B without annual appropriations. The $45 million estimate represents a re-evaluation of the GMPA's $38-40 million and the FMP's $36 million. Adjustments reflect the Trust's actual experiences over the last several years.

The PTIP has estimated total capital costs of $546 million. Relying upon conservative financial assumptions, completing all capital investments in building rehabilitation and park improvements may take as long as 30 years. (See Table 5.3, Proposed Plan Financial Summary.) The capital replacement reserve is estimated to be fully funded between 2035 and 2040. Once replacement reserves are fully replenished, available revenues would be used to pay for additional programs and park enhancements.

Financial budgeting is an ongoing process at the Trust. In addition, one-, two-, and five-year plans must be prepared in accordance with the Trust's requirements under the Government Performance and Results Act. Both the financial

Financial Planning & Monitoring

Planting oaks

budgeting and the Plan will be focused on guiding the Trust's course toward self-sufficiency by 2013.

Throughout the implementation process, ongoing monitoring and financial review would help determine whether to modify the Plan. In the event of early or sustained financial success, the Trust could decide, for example, to reduce rents, to provide subsidies, or to scale back plans for building space and capital projects. At this time, when financial uncertainties are greatest, the Trust has set out a conservative plan to ensure future enhancement and protection of the park.

The PTIP financial analysis is only one illustration of what the Presidio's ultimate financial performance might be. The analysis reflects conservative market, timing, financing, and operational assumptions and the programmatic nature of the PTIP. These conservative assumptions may not reflect the actual implementation decisions made during later phases of district- or project-specific planning, but allow for an "order of magnitude" comparison between Plan alternatives on both the cost and revenue sides. The conservative nature of the PTIP financial assumptions reflects the Trust's fiduciary responsibilities under the Trust Act. In the future, the Trust may modify these assumptions to be less conservative based on its greater experience or external events (e.g., the availability of revenues from philanthropic sources).

Expenses

Taking proper care of the Presidio is an expensive undertaking, both in the short term and in the long term. The required expenses can be loosely grouped into five main categories: operating expenses, Trust/NPS operational and facilities expenses, capital costs, capital replacement funds (reserves), and financing costs.

Operating Expenses

The Trust must fund all projected annual expenses needed to operate Area B on a day-to-day basis. These expenses include costs related to planning, real estate, and other operations; facilities management; legal support; public safety; special events; finance and insurance; and programs. They do not include capital costs. Relying on conservative planning assumptions, the anticipated annual expenses to operate Area B under the Plan are estimated at $45 million.

Over time, as the Presidio approaches a more stable or steady state condition, the Trust's goal is to reduce operating expenses so that other policy objectives can be expanded. As expenses decline, the Trust would have greater ability to consider changes such as increasing funding for park programs or decreasing rents. To reflect this goal, some projected operating expense decreases (such as decreases in the ongoing costs of planning and construction) are estimated in the financial projections.

Presidio Trust/NPS Operational and Facilities Expenses

The Plan acknowledges that certain facilities within Area B need to be used to support daily park operations and necessary administrative functions of the Trust and NPS. Space is needed for a variety of operational functions, including maintenance, roads, grounds and trails; salvage, recycling, and natural resource management, including plant nurseries; infrastructure and utilities, such as the water treatment plant and telecommunication facilities; warehouse and storage facilities; and public safety. Presidio Trust and NPS park administration and operation facilities currently occupy approximately 600,000 square feet. In the future, the Trust anticipates consolidating facilities to make operations more efficient. Because these uses do not generate revenue, every effort would be made to keep administration/operations building space to a minimum.

Capital Costs

To fund the Plan's estimated $546 million in capital costs, private sector investment would be used to augment the $50 million in U.S. Treasury borrowing. Private investment would be supported by loan guarantees and historic preservation tax credits, as warranted. The Trust's loan guarantee program would be used to encourage private investment. Loan guarantees would be structured to minimize cost to the federal government and would be subject to the Federal Credit Reform Act reporting requirements.

The financial analysis assumes that the Trust would fund rehabilitation without third-party financing, and that third-party developers would finance all new construction. This assumption was made for the purposes of the financial modeling exercise, and in reality may or may not occur during the implementation phase. As in most things, there are financial tradeoffs in choosing either approach. For example, if the Trust relies on third-party developers to finance and build new buildings, the Trust would reduce its capital costs but would also reduce its revenues. Revenues would be lower because the Trust would not be assuming any of the risk associated with developing the building, and therefore would not be able to reap the reward of assuming that risk (i.e., it would only be charging rent on the land, which is inherently less risky than constructing the building and is a smaller component of the total investment). During Plan implementation, the Trust would weigh these financial tradeoffs by analyzing the nature and details of each transaction, the market terms and demand, and other factors that cannot be accurately predicted at this stage in the planning process. In its decision-making, the Trust would seek to improve the Presidio's financial performance and decrease the time needed to complete capital projects.

Value analysis and value-engineering techniques, such as functional analysis and cost evaluation, would be applied to achieve the lowest life-cycle cost, consistent with required environmental and energy performance, reliability, quality, safety, and resource protection. Construction and operational cost estimates would be reviewed throughout the planning and development processes to avoid excessive, unwarranted, or unnecessary costs.

Financial Planning & Monitoring

Capital Replacement Funds (Reserves)

Presidio buildings, infrastructure, and even forests have useful lives and will eventually need to be rehabilitated, replaced, modernized, or replanted. The Trust's financial plan includes set-aside funds (referred to as capital replacement reserves or reserve set-aside) to pay for ongoing capital costs and unexpected extraordinary costs, such as those associated with a catastrophe or natural disaster. For the purposes of the financial modeling exercise, the reserve set-aside is calculated using a formula based on the amount of rehabilitated building square footage and the estimated infrastructure reserve requirements. Reserves are assumed to be funded only after all capital improvements are made.

Former O'Reilly Avenue Office

This assumption was deemed reasonable (and consistent with the principle of conservatism that guides the financial analysis) because replacement reserves are unlikely to be needed during the capital improvement phase since building and infrastructure upgrades will have recently been completed. In the future, the Trust would perform an ongoing evaluation to determine the appropriate level of annual capital replacement reserves.

Financing Costs

The principal and interest costs associated with the Trust's $50 million in borrowed funds from the U.S. Treasury must be repaid by the Trust from general revenues. These costs are estimated at $3 to $5 million over 20 years.

Revenues

Presidio revenues would come from a variety of sources, including leasing and other miscellaneous revenues, federal appropriations (which will decline over time) and $50 million in Treasury borrowing that must be repaid over time. Once sufficient revenues are generated to pay the day-to-day operating expenses of Area B, monies would be allocated to finish capital improvements, fund long-term replacement reserves for the Presidio's preservation, and pay for an enhanced set of public programs that would enliven the park. These and other revenues are discussed in greater detail below.

Rental Revenues

Rental revenues from leasing the residential and non-residential buildings at the Presidio are the largest funding source. The Letterman Digital Arts Center within the Letterman planning district would become an anchor tenant accounting for a significant amount of the projected total non-residential revenues. All financial and phasing assumptions for the 900,000-square-foot Letterman Digital Arts Center project are estimates. Actual proceeds from the transaction may vary from these assumptions depending upon the terms of the final ground lease. Residential rental revenues account for approximately 30 percent of total rental receipts, at build-out.

Appropriations

Federal appropriations for Trust operations would decline from about $25 million (year 2000) to zero by year 2013. Fiscal year 2001 appropriations are set at $23.4 million. Based upon the FMP, the Trust forecasts a $625,000 annual decline in appropriations until 2010, after which appropriations would decline more steeply. Nothing in the Trust Act or elsewhere assures receipt of the maximum appropriation as set out in the 1998 FMP. Thus, while these levels have been assumed in the financial analysis, they should be considered a ceiling and not a floor.

Treasury Borrowing

Capital requirements to undertake building and infrastructure rehabilitation would be funded in part through $50 million in U.S. Treasury borrowing. All loans would be repaid, subject to the terms and conditions prescribed by the Secretary of the Treasury.

Utilities

For purposes of the financial modeling exercise, the Trust made the conservative financial assumption that it would provide and operate the Presidio's utility services. In the future, the Trust would assess its approach to utility management based both on financial goals and the Trust's commitment to creating sustainable infrastructure systems and facilities that serve as premiere examples of sustainable practices and technologies. By giving more weight to its mission-based sustainability objective, the Trust would seek more flexibility to achieve important sustainability goals in the utilities arena.

Parking

The Trust proposes to use parking fees as a way to reduce automobile use and demand for parking in the Presidio. The magnitude of parking revenues and expenses will be determined upon implementation of the Trust's draft transportation demand management (TDM) program. (See Appendix D.) Fee parking and other TDM program measures borrowed from the GMPA are analyzed as part of this program-level plan. Until more specific plans and proposals are made for build-out of the Plan, other potential elements of parking management and supply (such as above-ground and underground parking structures and changes in surface parking supply) cannot be meaningfully assessed.

Traffic along Lincoln Boulevard

Financial Planning & Monitoring

Due to uncertainty in the TDM program's revenues and expenses, the PTIP financial analysis assumes that parking and Trust-sponsored transit program expenses would offset any parking revenue(s). While a TDM program may yield revenues in excess of expenses, the program's scope is too speculative at this point in the planning process to allow accurate forecasts of revenues and expenses. The assumption that other transportation-related program expenses would offset parking revenues maintains conservatism in the financial assumptions underlying the Plan. The assumption is reasonable because excess revenues received from parking management are expected to be reinvested in additional transportation management and transit programs at the Presidio.

Philanthropy

The financial analysis assumes no philanthropic sources of revenue. Basing financial performance on receipt of donations, when there is no actual commitment of funds, would be fiscally imprudent and inconsistent with the goals of a conservative analysis. However, the Trust fully intends, as part of its future implementation efforts, to seek and accept philanthropic donations to assist in funding programs, activities, and park needs.

APPENDICES

APPENDIX A - PRESIDIO TRUST ACT A1

APPENDIX B - DRAFT EIS SUMMARY OF ALTERNATIVES B1

APPENDIX C - HISTORIC BUILDING LIST C1

APPENDIX D - DRAFT TRANSPORTATION DEMAND MANAGEMENT PROGRAM D1

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THE PRESIDIO TRUST ACT

(as amended through March 10, 2000)
16 U.S.C. § 460bb appendix
(enacted as Title I of H.R. 4236, P.L. 104-333, 110 Stat. 4097, on November 12, 1996)
(amended by P.L. 105-83, 111 Stat. 1607, November 14, 1997)
(amended by P.L. 106-113, 113 Stat. 1501, November 29, 1999)
(amended by P.L. 106-176, 114 Stat. 23, March 10, 2000)

Sec. 101. Findings.

The Congress finds that:

(1) the Presidio, located amidst the incomparable scenic splendor of the Golden Gate, is one of America's great natural historic sites;

(2) the Presidio was the oldest continuously operating military post in the Nation dating from 1776, and was designated a National Historic Landmark in 1962;

(3) preservation of the cultural and historic integrity of the Presidio for public use recognizes its significant role in the history of the United States;

(4) the Presidio, in its entirety, is a part of the Golden Gate National Recreation Area, in accordance with Public Law 92-589;

(5) as part of the Golden Gate National Recreation Area, the Presidio's significant natural, historic, scenic, cultural, and recreational resources must be managed in a manner which is consistent with sound principles of land use planning and management, and which protects the Presidio from development and uses which would destroy the scenic beauty and historic and natural character of the area and cultural and recreational resources;

(6) removal and/or replacement of some structures within the Presidio must be considered as a management option in the administration of the Presidio; and

(7) the Presidio will be managed through an innovative public/private partnership that minimizes cost to the United States Treasury and makes efficient use of private sector resources.

Sec. 102. Authority and Responsibility of the Secretary of the Interior.

(a) **Interim Authority** - The Secretary of the Interior (hereinafter in this title referred to as the "Secretary") is authorized to manage leases in existence on the date of this Act for properties under the administrative jurisdiction of the Secretary and located at the Presidio. Upon the expiration of any such lease, the Secretary may extend such lease for a period terminating not later than 6 months after the first meeting of the Presidio Trust. The Secretary may not enter into any new leases for property at the Presidio to be transferred to the Presidio Trust under this title, however, the Secretary is authorized to enter into agreements for use and occupancy of the Presidio properties which are assignable to the Trust and are terminable with 30 days notice. Prior to the transfer of administrative jurisdiction over any property to the Presidio Trust, and notwithstanding section 1341 of title 31 of the United States Code, the proceeds from any such lease shall be retained by the Secretary and such proceeds shall be available, without further appropriation, for the preservation, restoration, operation and maintenance, improvement, repair and related expenses incurred with respect to Presidio properties. The Secretary may adjust the rental charge on any such lease for any amounts to be expended by the lessee for preservation, maintenance, restoration, improvement, repair and related expenses with respect to properties and infrastructure within the Presidio.

(b) **Public Information and Interpretation** - The Secretary shall be responsible, in cooperation with the Presidio Trust, for providing public interpretive services, visitor orientation and educational programs on all lands within the Presidio.

(c) **Other** - Those lands and facilities within the Presidio that are not transferred to the administrative jurisdiction of the Presidio Trust shall continue to be managed by the Secretary. The Secretary and the Presidio Trust

shall cooperate to ensure adequate public access to all portions of the Presidio. Any infrastructure and building improvement projects that were funded prior to the enactment of this Act shall be completed by the National Park Service.

(d) **Park Service Employees**

(1) Any career employee of the National Park Service, employed at the Presidio at the time of the transfer of lands and facilities to the Presidio Trust, shall not be separated from the Service by reason of such transfer, unless such employee is employed by the Trust, other than on detail. Notwithstanding section 3503 of title 5, United States Code, the Trust shall have sole discretion over whether to hire any such employee or request a detail of such employee.

(2) Any career employee of the National Park Service employed at the Presidio on the date of enactment of this title shall be given priority placement for any available position within the National Park System notwithstanding any priority reemployment lists, directives, rules, regulations or other orders from the Department of the Interior, the Office of Management and Budget, or other Federal agencies.

Sec. 103. Establishment of the Presidio Trust.

(a) **Establishment** - There is established a wholly-owned government corporation to be known as the Presidio Trust (hereinafter in this title referred to as the "Trust").

(b) **Transfer**

(1) Within 60 days after receipt of a request from the Trust for the transfer of any parcel within the area depicted as Area B on the map entitled "Presidio Trust Number 1", dated December 7, 1995, the Secretary shall transfer such parcel to the administrative jurisdiction of the Trust. Within 1 year after the first meeting of the Board of Directors of the Trust, the Secretary shall transfer to the Trust administrative jurisdiction over all remaining parcels within Area B. Such map shall be on file and available for public inspection in the offices of the Trust and in the offices of the National Park Service, Department of the Interior.

The Trust and the Secretary may jointly make technical and clerical revisions in the boundary depicted on such map. The Secretary shall retain jurisdiction over those portions of the building identified as number 102 as the Secretary deems essential for use as a visitor center. The Building shall be named the "William Penn Mott Visitor Center". Any parcel of land, the jurisdiction over which is transferred pursuant to this subsection, shall remain within the boundary of the Golden Gate National Recreation Area. With the consent of the Secretary, the Trust may at any time transfer to the administrative jurisdiction of the Secretary any other properties within the Presidio which are surplus to the needs of the Trust and which serve essential purposes of the Golden Gate National Recreation Area. The Trust is encouraged to transfer to the administrative jurisdiction of the Secretary open space areas which have high public use potential and are contiguous to other lands administered by the Secretary.

(2) Within 60 days after the first meeting of the Board of Directors of the Trust, the Trust and the Secretary shall determine cooperatively which records, equipment, and other personal property are deemed to be necessary for the immediate administration of the properties to be transferred, and the Secretary shall immediately transfer such personal property to the Trust. Within 1 year after the first meeting of the Board of Directors of the Trust, the Trust and the Secretary shall determine cooperatively what, if any, additional records, equipment, and other personal property used by the Secretary in the administration of the properties to be transferred should be transferred to the Trust.

(3) The Secretary shall transfer, with the transfer of administrative jurisdiction over any property, the unobligated balance of all funds appropriated to the Secretary, all leases, concessions, licenses, permits, and other agreements affecting such property.

(4) At the request of the Trust, the Secretary shall provide funds to the Trust for preparation of the program required under section 104(c) of this title, hiring of initial staff and other activities deemed by the Trust as essential to the establishment of the Trust prior to the transfer of properties to the Trust.

(c) **Board Of Directors**

(1) **In General** - The powers and management of the Trust shall be vested in a Board of Directors (hereinafter referred to as the "Board") consisting of the following 7 members:

(A) The Secretary of the Interior or the Secretary's designee.

(B) Six individuals, who are not employees of the Federal Government, appointed by the President, who shall possess extensive knowledge and experience in one or more of the fields of city planning, finance, real estate development, and resource conservation. At least one of these individuals shall be a veteran of the Armed Services. At least 3 of these individuals shall reside in the San Francisco Bay Area. The President shall make the appointments referred to in this subparagraph within 90 days after the enactment of this Act and shall ensure that the fields of city planning, finance, real estate development, and resource conservation are adequately represented. Upon establishment of the Trust, the Chairman of the Board of Directors of the Trust shall meet with the Chairman of the Energy and Natural Resources Committee of the United States Senate and the Chairman of the Resources Committee of the United States House of Representatives.

(2) **Terms** - Members of the Board appointed under paragraph (1)(B) shall each serve for a term of 4 years, except that of the members first appointed, 3 shall serve for a term of 2 years. Any vacancy in the Board shall be filled in the same manner in which the original appointment was made, and any member appointed to fill a vacancy shall serve for the remainder of the term for which his or her predecessor was appointed. No appointed member may serve more than 8 years in consecutive terms, except that upon the expiration of his or her term, an appointed member may continue to serve until his or her successor has been appointed.

(3) **Quorum** - Four members of the Board shall constitute a quorum for the conduct of business by the Board.

(4) **Organization And Compensation** - The Board shall organize itself in such a manner as it deems most appropriate to effectively carry out the authorized activities of the Trust. Board members shall serve without pay, but may be reimbursed for actual and necessary travel and subsistence expenses incurred by them in the performance of the duties of the Trust.

(5) **Liability Of Directors** - Members of the Board of Directors shall not be considered Federal employees by virtue of their membership on the Board, except for purposes of the Federal Tort Claims Act and the Ethics in Government Act, and the provisions of chapter 11 of title 18, United States Code.

(6) **Meetings** - The Board shall meet at least three times per year in San Francisco and at least two of those meetings shall be open to the public. Upon a majority vote, the Board may close any other meetings to the public. The Board shall establish procedures for providing public information and opportunities for public comment regarding policy, planning, and design issues. The Board may establish procedures for providing public information and opportunities for public comment regarding policy, planning, and design issues through the Golden Gate National Recreation Area Advisory Commission.

(7) **Staff** - The Trust is authorized to appoint and fix the compensation and duties and terminate the services of an executive director and such other officers and employees as it deems necessary without regard to the provisions of title 5, United States Code, or other laws related to the appointment, compensation or termination of Federal employees.

(8) **Necessary Powers** - The Trust shall have all necessary and proper powers for the exercise of the authorities vested in it.

(9) **Taxes** - The Trust and all properties administered by the Trust and all interest created under leases, concessions, permits and other agreements associated with the properties shall be exempt from all taxes and special assessments of every kind by the State of California, and its political subdivisions, including the City and County of San Francisco.

(10) Government Corporation

(A) The Trust shall be treated as a wholly-owned Government corporation subject to chapter 91 of title 31, United States Code (commonly referred to as the Government Corporation Control Act). Financial statements of the Trust shall be audited annually in accordance with section 9105 of title 31 of the United States Code.

(B) At the end of each calendar year, the Trust shall submit to the Committee on Energy and Natural Resources of the United States Senate and the Committee on Resources of the House of Representatives a comprehensive and detailed report of its operations, activities, and accomplishments for the prior fiscal year. The report also shall include a section that describes in general terms the Trust's goals for the current fiscal year.

Sec. 104. Duties and Authorities of the Trust.

(a) **Overall Requirements of the Trust** - The Trust shall manage the leasing, maintenance, rehabilitation, repair and improvement of property within the Presidio under its administrative jurisdiction using the authorities provided in this section, which shall be exercised in accordance with the purposes set forth in section 1 of the Act entitled "An Act to establish the Golden Gate National Recreation Area in the State of California, and for other purposes," approved October 27, 1972 (Public Law 92-589; 86 Stat. 1299; 16 U.S.C. 460bb), and in accordance with the general objectives of the General Management Plan (hereinafter referred to as the "management plan") approved for the Presidio.

(b) **Authorities** - The Trust may participate in the development of programs and activities at the properties transferred to the Trust, except that the Trust shall have the authority to negotiate and enter into such agreements, leases, contracts and other arrangements with any person, firm, association, organization, corporation or governmental entity, including, without limitation, entities of Federal, State and local governments as are necessary and appropriate to carry out its authorized activities. The National Park Service or any other Federal agency is authorized to enter into agreements,

leases, contracts and other arrangements with the Presidio Trust which are necessary and appropriate to carry out the purposes of this title. Any such agreement may be entered into without regard to section 321 of the Act of June 30, 1932 (40 U.S.C. 303b). The Trust may use alternative means of dispute resolution authorized under subchapter IV of chapter 5 of title 5, United States Code (5 U.S.C. 571 et seq.). The Trust shall establish procedures for lease agreements and other agreements for use and occupancy of Presidio facilities, including a requirement that in entering into such agreements the Trust shall obtain reasonable competition. The Trust may not dispose of or convey fee title to any real property transferred to it under this title. Federal laws and regulations governing procurement by Federal agencies shall not apply to the Trust, with the exception of laws and regulations related to Federal Government contracts governing working conditions and wage rates, including the provisions of sections 276a-276a-6 of title 40, United States Code (Davis-Bacon Act), and any civil rights provisions otherwise applicable thereto. The Trust, in consultation with the Administrator of Federal Procurement Policy, shall establish and promulgate procedures applicable to the Trust's procurement of goods and services including, but not limited to, the award of contracts on the basis of contractor qualifications, price, commercially reasonable buying practices, and reasonable competition. The Trust is authorized to use funds available to the Trust to purchase insurance and for reasonable reception and representation expenses, including membership dues, business cards and business related meal expenditures.

(c) **Management Program** - The Trust shall develop a comprehensive program for management of those lands and facilities within the Presidio which are transferred to the administrative jurisdiction of the Trust. Such program shall be designed to reduce expenditures by the National Park Service and increase revenues to the Federal Government to the maximum extent possible. In carrying out this program, the Trust shall be treated as a successor in interest to the National Park Service with respect to compliance with the National Environmental Policy Act and other environmental compliance statutes. Such program shall consist of:

(1) demolition of structures which in the opinion of the Trust, cannot be cost-effectively rehabilitated, and which are identified in the management plan for demolition,

(2) evaluation for possible demolition or replacement those buildings identified as categories 2 through 5 in the Presidio of San Francisco Historic Landmark District Historic American Buildings Survey Report, dated 1985,

(3) new construction limited to replacement of existing structures of similar size in existing areas of development, and

(4) examination of a full range of reasonable options for carrying out routine administrative and facility management programs.

The Trust shall consult with the Secretary in the preparation of this program.

(d) Financial Authorities

(1) To augment or encourage the use of non-Federal funds to finance capital improvements on Presidio properties transferred to its jurisdiction, the Trust, in addition to its other authorities, shall have the following authorities subject to the Federal Credit Reform Act of 1990 (2 U.S.C. 661 et seq.):

(A) The authority to guarantee any lender against loss of principal or interest on any loan: Provided, That:

(i) the terms of the guarantee are approved by the Secretary of the Treasury;

(ii) adequate subsidy budget authority is provided in advance in appropriations Acts; and

(iii) such guarantees are structured so as to minimize potential cost to the Federal Government. No loan guarantee under this title shall cover more than 75 percent of the unpaid balance of the loan. The Trust may collect a fee sufficient to cover its costs in connection with each loan guaranteed under this title. The authority to enter into any such loan guarantee agreement shall expire at the end of 15 years after the date of enactment of this title.

(B) The authority, subject to appropriations, to make loans to the occupants of property managed by the Trust for the preservation, restoration, maintenance, or repair of such property.

(2) The Trust shall have the authority to issue obligations to the Secretary of the Treasury, but only if the Secretary of the Treasury agrees to purchase such obligations to the extent authorized in advance in appropriations Acts. The Secretary of the Treasury is authorized to use as a public debt transaction the proceeds from the sale of any securities issued under chapter 31 of title 31, United States Code, and the purposes for which securities may be issued under such chapter are extended to include any purchase of such notes or obligations acquired by the Secretary of the Treasury under this subsection. Obligations issued under this subparagraph shall be in such forms and denominations, bearing such maturities, and subject to such terms and conditions, including a review of the creditworthiness of the loan and establishment of a repayment schedule, as may be prescribed by the Secretary of the Treasury, and shall bear interest at a rate determined by the Secretary of the Treasury, taking into consideration current market yields on outstanding marketable obligations of the United States of comparable maturities. No funds appropriated to the Trust may be used for repayment of principal or interest on, or redemption of, obligations issued under this paragraph.

(3) The aggregate amount of obligations issued under paragraph (2) of this subsection which are outstanding at any one time may not exceed $50,000,000.

(e) **Donations** - The Trust may solicit and accept donations of funds, property, supplies, or services from individuals, foundations, corporations, and other private or public entities for the purpose of carrying out its duties. The Trust is encouraged to maintain a liaison with the Golden Gate National Park Association.

(f) **Public Agency** - The Trust shall be deemed to be a public agency for purposes of entering into joint exercise of powers agreements pursuant to California government code section 6500 and related provisions of that code.

(g) **Proceeds** - Notwithstanding section 1341 of title 31 of the United States Code, all proceeds and other revenues received by the Trust shall be retained by the Trust. Those proceeds shall be available, without further appropriation, to the Trust for the administration, preservation, restoration, operation and maintenance, improvement, repair and related expenses incurred with respect to Presidio properties under its administrative jurisdiction. The Secretary of the Treasury shall invest, at the direction of the Trust, excess moneys that the Trust determines are not required to meet current withdrawals. Such investment shall be in public debt securities with maturities suitable to the needs of the Trust and bearing interest at rates determined by the Secretary of the Treasury taking into consideration the current average yield on outstanding marketable obligations of the United States of comparable maturity.

(h) **Suits** - The Trust may sue and be sued in its own name to the same extent as the Federal Government. Litigation arising out of the activities of the Trust shall be conducted by the Attorney General; except that the Trust may retain private attorneys to provide advice and counsel. The District Court for the Northern District of California shall have exclusive jurisdiction over any suit filed against the Trust.

(i) **Memorandum of Agreement** - The Trust shall enter into a Memorandum of Agreement with the Secretary, acting through the Chief of the United States Park Police, for the conduct of law enforcement activities and services within those portions of the Presidio transferred to the administrative jurisdiction of the Trust.

(j) **Bylaws, Rules, and Regulations** - The Trust may adopt, amend, repeal, and enforce bylaws, rules and regulations governing the manner in which its business may be conducted and the powers vested in it may be exercised, including rules and regulations for the use and management of the property under the Trust's jurisdiction. The Trust is authorized, in

consultation with the Secretary, to adopt and to enforce those rules and regulations that are applicable to the Golden Gate National Recreation Area and that may be necessary and appropriate to carry out its duties and responsibilities under this title. The Trust shall give notice of the adoption of such rules and regulations by publication in the Federal Register.

(k) **Direct Negotiations** - For the purpose of compliance with applicable laws and regulations concerning properties transferred to the Trust by the Secretary, the Trust shall negotiate directly with regulatory authorities.

(l) **Insurance** - The Trust shall require that all leaseholders and contractors procure proper insurance against any loss in connection with properties under lease or contract, or the authorized activities granted in such lease or contract, as is reasonable and customary.

(m) **Building Code Compliance** - The Trust shall bring all properties under its administrative jurisdiction into compliance with Federal building codes and regulations appropriate to use and occupancy within 10 years after the enactment of this title to the extent practicable.

(n) **Leasing** - In managing and leasing the properties transferred to it, the Trust shall consider the extent to which prospective tenants contribute to the implementation of the general objectives of the General Management Plan for the Presidio and to the reduction of cost to the Federal Government. The Trust shall give priority to the following categories of tenants: Tenants that enhance the financial viability of the Presidio and tenants that facilitate the cost-effective preservation of historic buildings through their reuse of such buildings.

(o) **Reversion** - If, at the expiration of fifteen years, the Trust has not accomplished the goals and objectives of the plan required in section 105(b) of this title, then all property under the administrative jurisdiction of the Trust pursuant to section 103(b) of this title shall be transferred to the Administrator of the General Services Administration to be disposed of in accordance with the procedures outlined in the Defense Authorization Act of 1990 (104 Stat. 1890), and any real property so transferred shall be

deleted from the boundary of the Golden Gate National Recreation Area. In the event of such transfer, the terms and conditions of all agreements and loans regarding such lands and facilities entered into by the Trust shall be binding on any successor in interest.

(p) **Exclusive Rights to Name and Insignia** - The Trust shall have the sole and exclusive right to use the words 'Presidio Trust' and any seal, emblem, or other insignia adopted by its Board of Directors. Without express written authority of the Trust, no person may use the words 'Presidio Trust', or any combination or variation of those words alone or with other words, as the name under which that person shall do or purport to do business, for the purpose of trade, or by way of advertisement, or in any manner that may falsely suggest any connection with the Trust.

Sec. 105. Limitations on Funding.

(a)

(1) From amounts made available to the Secretary for the operation of areas within the Golden Gate National Recreational Area, not more than $25,000,000 shall be available to carry out this title in each fiscal year after the enactment of this title until the plan is submitted under subsection (b). Such sums shall remain available until expended.

(2) After the plan required in subsection (b) is submitted, and for each of the 14 fiscal years thereafter, there are authorized to be appropriated to the Trust not more than the amounts specified in such plan. Such sums shall remain available until expended. Of such sums, funds shall be available through the Trust for law enforcement activities and services to be provided by the United States Park Police at the Presidio in accordance with section 104(i) of this title.

(b) Within 1 year after the first meeting of the Board of Directors of the Trust, the Trust shall submit to Congress a plan which includes a schedule of annual decreasing federally appropriated funding that will achieve, at a minimum, self-sufficiency for the Trust within 15 complete fiscal years after such meeting of the Trust. No further funds shall be authorized for the Trust 15 years after the first meeting of the Board of Directors of the Trust.

(c) The Administrator of the General Services Administration shall provide necessary assistance, on a reimbursable basis, including detailees as necessary, to the Trust in the formulation and submission of the annual budget request for the administration, operation, and maintenance of the Presidio.

Sec. 106. General Accounting Office Study.

(a) Three years after the first meeting of the Board of Directors of the Trust, the General Accounting Office shall conduct an interim study of the activities of the Trust and shall report the results of the study to the Committee on Energy and Natural Resources and the Committee on Appropriations of the United States Senate, and the Committee on Resources and Committee on Appropriations of the House of Representatives. The study shall include, but shall not be limited to, details of how the Trust is meeting its obligations under this title.

(b) In consultation with the Trust, the General Accounting Office shall develop an interim schedule and plan to reduce and replace the Federal appropriations to the extent practicable for interpretive services conducted by the National Park Service, and law enforcement activities and services, fire and public safety programs conducted by the Trust.

(c) Seven years after the first meeting of the Board of Directors of the Trust, the General Accounting Office shall conduct a comprehensive study of the activities of the Trust, including the Trust's progress in meeting its obligations under this title, taking into consideration the results of the study described in subsection (a) and the implementation of plan and schedule required in subsection (b). The General Accounting Office shall report the results of the study, including any adjustments to the plan and schedule, to the Committee on Energy and Natural Resources and the Committee on Appropriations of the United States Senate, and the Committee on Resources and Committee on Appropriations of the House of Representatives.

The draft Presidio Trust Implementation Plan (PTIP) is accompanied by a draft Environmental Impact Statement (EIS) that evaluates the environmental consequences of the Plan, as well as alternatives to the PTIP. A summary of the alternatives evaluated in the EIS is provided below.

GMPA 2000 ALTERNATIVE/NO ACTION

This alternative would implement the 1994 General Management Plan Amendment (GMPA) for the Presidio assuming current (year 2000) conditions. Tenants and residents would work together to create a global center dedicated to addressing the world's critical environmental, social, and cultural challenges. Cultural and natural resources throughout the Presidio would be protected and enhanced. Historic buildings and landscapes that distinguish the National Historic Landmark district would be rehabilitated and adaptively used. Buildings would be removed to increase open space and/or enhance recreational, cultural, and natural resources. Available housing would decrease substantially. The historic forest, stream bed and riparian corridors, native plant communities, and recreational opportunities would be protected, improved, and expanded in some instances. The Presidio would be used to create models of sustainable design. Tenants with an organizational mission focused on environmental and social sustainability or skills in education and science, innovative technologies, and problem-solving would be sought to deliver park-related programs. Programs would be delivered primarily by tenants. A variety of tenants would come together to provide widely-accessible public interest programs on environmental, social, and cultural themes related to their business missions. The Trust and National Park Service (NPS) would cooperate to provide a base level of interpretive services and education about the Presidio's history and significant resources.

DRAFT PLAN ALTERNATIVE

This alternative was developed in response to public comments during the scoping process for the Presidio Trust Implementation Plan and EIS. The alternative is patterned on the GMPA 2000 alternative, but includes modifications to ensure its financial viability and to combine a number of concepts proposed

in the November 2000 scoping alternatives into a single alternative. These concepts include expansion of open space, no reduction in housing units, and robust cultural and educational programs for park visitors.

Under the Draft Plan alternative, tenants and residents would work together to make the Presidio a center for education, communication, and exchange. The natural environment would be enhanced and the size and quality of open space increased primarily by removing non-historic housing in the southern portion of the park. Replacement housing would be accomplished by rehabilitating and reusing existing buildings to a large extent. Cultural and natural resources would be protected and enhanced. Historic buildings and landscapes that distinguish the National Historic Landmark district would be rehabilitated and adaptively used. The historic character and integrity of the district would be protected while acknowledging the possibility for limited changes and new construction that would respect the park's character. Buildings would be removed to increase open space and/or enhance recreational, cultural, and natural resources. The historic forest, streambed and riparian corridors, native plant communities, and recreational opportunities would be expanded and improved. The Draft Plan alternative would ensure no net loss of housing over that which exists today and would continue the preference for providing housing to Presidio-based employees. The mix of housing units would be improved through an emphasis on subdividing and converting existing building space, with limited replacement construction at selected transit-accessible locations throughout the park. A diverse array of cultural and educational programs would be made available to local, national, and international park visitors. The Trust would be primarily responsible for delivery of a consistent level of high-quality visitor and public programs through the cooperative efforts of the Trust, NPS, tenants, philanthropic organizations, cultural institutions, and community volunteers. Tenants would support park programming in a variety of ways, including directly providing a public program for park visitors, contributing financially, or offering in-kind services to a park program. Tenants would be selected in part for their financial contribution (as required by the Presidio Trust Act) and willingness and ability to support park program goals. The Trust and NPS would cooperate to provide a base level of interpretive services and education about the Presidio's history and its significant resources.

RESOURCE CONSOLIDATION ALTERNATIVE

This alternative would make the Presidio an enhanced open space haven in an urban setting by maximizing the increase in open space in the southern part of the park and concentrating development in the north. Overall, building square footage in Area B would be reduced due to removal of housing units and residential building space. Though a substantial number of buildings, including the entire Public Health Service Hospital complex, would be demolished, the integrity of the National Historic Landmark district would be protected. Open space would be maximized and recreational opportunities expanded. Tenets of sustainability, bio-diversity, smart growth, and preservation would be promoted by preserving and enhancing the Presidio's natural and cultural resources and concentrating building area, including infill mixed-use and housing construction, in the northern part of the park. Buildings would be rehabilitated for new uses; the primary goal would be reuse of existing structures along with compatible new construction that would generate sufficient funds for open space improvements and park enhancements. Park programs would be delivered in a manner similar to that proposed by the Draft Plan Alternative, but at a somewhat reduced level. Programs would focus on the park's bio-diversity, including native species and ecosystems, and the history of the Presidio.

SUSTAINABLE COMMUNITY ALTERNATIVE

Under this alternative, the Presidio would become a sustainable live-work community in a park setting and a model of environmental sustainability. The Presidio-based community would be an amalgam of users, many of whom would offer innovative, state-of-the-art ideas and approaches on a variety of subjects. Open space and recreational opportunities would be expanded, and historic forest and native plant communities improved. Riparian corridors would be restored and the historic forest rehabilitated and preserved as part of the cultural landscape. The historic character and integrity of the National Historic Landmark district would be protected. A moderately low level of non-historic building demolition would occur to enhance open space and improve native plant communities. The footprint of the built environment would largely remain in its present pattern and building rehabilitation and

reuse would be emphasized. While the existing number of housing units would decrease, the total number of units would be substantially higher than under the GMPA 2000 Alternative; this higher number of units would allow employees to live in the park and would support development of a sustainable park community. Park programs would be delivered in a manner similar to that proposed by the Draft Plan Alternative, but at a somewhat reduced level.

NATIONAL AND INTERNATIONAL CULTURAL DESTINATION ALTERNATIVE

Under this alternative, the Presidio would be a national and international destination park, a portal for visitors to the American West and Pacific, and a place of international distinction for its programs in research, education, and communication. Cultural and natural resources would be protected to preserve the Presidio as a sustainable national park. Open space would be expanded, and native plant communities and riparian corridors would be restored. The historic forest would be rehabilitated and preserved as part of the cultural landscape, and recreational opportunities would be increased. A substantial number of non-historic buildings in the southern portion of the park would be demolished to enhance open space and restore critical habitat. Replacement construction would occur in the northern portion of the park to improve the mix of housing units and cluster housing near work and transit. The Trust would be primarily responsible for delivery of a wide variety of high-quality programs in cooperation with the NPS, tenants, philanthropic organizations, cultural institutions, and community volunteers. Tenants would support park programming in a number of ways, including directly providing a public program for park visitors, contributing financially, or offering in-kind services to a park program. Tenants would be selected in part for their financial contribution (as required by the Trust Act) and willingness and ability to support park program goals.

MINIMUM MANAGEMENT ALTERNATIVE

Under this alternative, the Presidio would be minimally managed to fulfill the Presidio Trust Act's legal requirements, including protection of the visiting public and the park's resources. There would be no significant physical change beyond that already underway; no significant park enhancements, new building construction, or building removal would occur. The 1994 GMPA would not be implemented in Area B, and there would be no formalized planning or policy direction. Buildings would be rehabilitated to meet essential code requirements and then leased out for the highest and best use. Tenants would have discretion in offering publicly available programs, and preference would be given to those tenants proposing to offer programs or services consistent with the General Objectives of the GMPA. There would be no educational, visitor, or cultural programming beyond what already exists. Except for existing buildings at the Letterman Digital Arts Center site, no buildings would be demolished. The Wherry Housing (Baker Beach Apartments) complex would remain in use as housing. Since the park would not be actively managed, natural resource systems would not be significantly enhanced. Housing would be improved to meet code requirements and made available for rent by Presidio-based employees and others according to a prioritization system.

Appendix C - Historic Building List (Area B)

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
0001	Commanding General's Quarters	5	1943
0002	Presidio Museum	1	1864
0003	Barracks	4	1942
0004	Officers' Family Housing	1	1870
0005	Officers' Family Housing	1	1862
0006	Officers' Family Housing	1	1862
0007	Officers' Family Housing	1	1862
0008	Officers' Family Housing	1	1862
0009	Officers' Family Housing	1	1862
0010	Officers' Family Housing	1	1862
0011	Officers' Family Housing	1	1862
0012	Officers' Family Housing	1	1862
0013	Officers' Family Housing	1	1862
0014	Officers' Family Housing	1	1862
0015	Officers' Family Housing	1	1862
0016	Officers' Family Housing	1	1862
0035	Enlisted Men's Barracks/Office	2	1912
0036	Military police Office	2	1885
0037	Administraion Building	4	1941
0038	6th Army Headquarters	3	1940
0039	6th Army Headquarters	3	1940
0040	Bachelor Officers' Quarters	4	1941
0041	Bachelor Officers' Quarters	4	1941
0042	Pershing Hall Guest House	1	1903
0044	Garage	4	1940
0045	Chapel of Our Lady	5	1863
0046	Storage Shed	4	1940

Appendix C - Historic Building List (Area B)

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
0047	Garage	4	1940
0048	Garage	4	1940
0049	Officers'' Club Administration	4	1882
0050	Officers'' Club	3	1800
0051	Officers' Family Housing	1	1889
0053	Water Pressure Reducing Station	5	1910
0056	Officers' Family Housing	1	1885
0057	Officers' Family Housing	1	1885
0058	Officers' Family Housing	1	1885
0059	Officers' Family Housing	1	1885
0064	Officers' Family Housing	1	1885
0065	Officers' Family Housing	1	1893
0067	Main telephone Exchange	3	1919
0086	Enlisted Men's Barracks/Office	2	1862
0087	Enlisted Men's Barracks/Office	2	1862
0095	Ammunition Magazine	2	1863
0097	Red Cross Building	5	1942
0099	Main post Movie Theater	3	1939
0100	Montgomery Street Barracks	1	1909
0101	Montgomery Street Barracks	1	1895
0103	Montgomery Street Barracks	1	1895
0104	Montgomery Street Barracks	1	1895
0105	Montgomery Street Barracks	1	1895
0106	Montgomery Street Barracks	1	1909
0107	Switching Station	5	1911
0108	Storage	4	1940
0113	Garage	4	1940

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
0116	Sutler's Store	1	1885
0118	Garage	4	1940
0122	Community Center	2	1904
0123	Garage	3	1930
0124	Enlisted Family Housing	2	1909
0125	Enlisted Family Housing	2	1909
0126	Enlisted Family Housing	2	1909
0127	Enlisted Family Housing	3	1931
0128	Enlisted Family Housing	3	1931
0129	Enlisted Family Housing	3	1931
0130	Post Chapel	3	1932
0135	Non-Commissioned Officer's Club	5	1949
0201	Exchange Store Administration Offices	2	1896
0204	Exchange Store Administration Offices	2	1896
0210	Post Office/Travel Agency	2	1900
0218	Presidio Fire Station	2	1917
0220	Garrison Headquarters	3	1939
0222	Warehouse and Offices	2	1910
0223	Warehouse and Offices	2	1897
0224	Flammable Storage	4	1940
0225	Storehouse	2	1910
0227	Warehouse	2	1897
0228	Dry Cleaners	2	1909
0229	Bank	2	1897
0230	Warehouse	3	1917
0310	Valve House	3	1912
0311	Pump House	3	1944

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
0312	Radio Receiving Station & School	3	1921
0314	Mars Station	3	1921
0315	Water Pump House (City Pump)	3	1921
0316	Nonpotable Water Pump	4	1939
0325	Officers' Family Housing	2	1910
0326	Officers' Family Housing	2	1910
0327	Officers' Family Housing	2	1910
0328	Officers' Family Housing	2	1910
0329	Officers' Family Housing	2	1910
0330	Officers' Family Housing	2	1910
0331	Officers' Family Housing	2	1910
0332	Officers' Family Housing	2	1910
0333	Officers' Family Housing	2	1910
0334	Officers' Family Housing	2	1910
0335	Officers' Family Housing	2	1910
0336	Officers' Family Housing	2	1910
0337	Officers' Family Housing	2	1910
0338	Officers' Family Housing	2	1910
0339	Officers' Family Housing	2	1910
0340	Officers' Family Housing	2	1910
0341	Officers' Family Housing	2	1910
0342	Officers' Family Housing	2	1910
0343	Officers' Family Housing	2	1910
0344	Officers' Family Housing	2	1910
0345	Officers' Family Housing	2	1910
0375	Detached Garage	5	1939
0376	Detached Garage	5	1939

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
0377	Detached Garage	5	1939
0378	Detached Garage	5	1939
0379	Detached Garage	5	1939
0380	Detached Garage	5	1939
0381	Detached Garage	5	1939
0382	Detached Garage	5	1939
0383	Detached Garage	5	1939
0510	Officers' Family Housing	3	1940
0511	Officers' Family Housing	3	1940
0512	Officers' Family Housing	3	1940
0513	Officers' Family Housing	3	1940
0514	Officers' Family Housing	3	1940
0517	Garage	5	1942
0530	Officers' Family Housing	3	1940
0531	Officers' Family Housing	3	1940
0532	Officers' Family Housing	3	1940
0533	Officers' Family Housing	3	1940
0534	Officers' Family Housing	3	1940
0535	Officers' Family Housing	3	1940
0536	Officers' Family Housing	3	1940
0537	Officers' Family Housing	3	1940
0538	Officers' Family Housing	3	1940
0539	Officers' Family Housing	3	1940
0540	Officers' Family Housing	2	1917
0541	Officers' Family Housing	2	1917
0542	Officers' Family Housing	2	1917
0543	Officers' Family Housing	2	1917

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
0544	Officers' Family Housing	2	1917
0545	Officers' Family Housing	2	1917
0546	Officers' Family Housing	2	1917
0547	Officers' Family Housing	2	1917
0548	Officers' Family Housing	2	1917
0549	Officers' Family Housing	2	1917
0550	Officers' Family Housing	2	1917
0551	Officers' Family Housing	2	1917
0552	Detached Garage	5	1939
0553	Detached Garage	5	1939
0554	Detached Garage	5	1939
0555	Detached Garage	5	1939
0556	Detached Garage	5	1939
0557	Detached Garage	5	1939
0558	Administration Building	3	1920
0559	Public Toilet	4	1940
0563	Enlisted Men's Barracks/Clubhouse	1	1903
0565	Electric Station	5	1941
0567	Enlisted Men's Barracks	1	1903
0569	Enlisted Men's Barracks	1	1903
0572	Enlisted Men's Barracks	1	1903
0603	Photo Lab & Library	3	1939
0631	Ammunition Magazine	3	1935
0632	Ammunition Magazine	3	1935
0633	Ammunition Magazine	3	1935
0635	Battery Blaney	1	1901
0636	Battery Sherwood	1	1900

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
0640	Aircraft Hangar	4	1928
0641	Latrine	4	1928
0643	Aircraft Hangar	1	1923
0650	Stillwell Hall	1	1921
0651	Administration Building	1	1921
0652	Transformer Vault	5	1921
0654	Guard House	1	1921
0661	Cavalry Stables	1	1913
0662	Cavalry Stables	1	1914
0663	Cavalry Stables	1	1914
0667	Cavalry Stables	1	1914
0668	Cavalry Stables	1	1914
0669	Post Incinerator	3	1936
0670	Cable House	5	1921
0671	Inflammable Material Storage Shed	4	1939
0680	Electrical Substation	3	1908
0681	Day Room	4	1923
0682	Community Center	1	1902
0683	Day Room	4	1923
0705	Garage	3	1933
0715	Enlisted Family Housing	3	1932
0716	Enlisted Family Housing	3	1932
0717	Enlisted Family Housing	3	1932
0718	Enlisted Family Housing	3	1939
0719	Enlisted Family Housing	3	1932
0720	Enlisted Family Housing	3	1939
0721	Enlisted Family Housing	3	1932

Appendix C - Historic Building List (Area B)

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
0722	Enlisted Family Housing	3	1939
0723	Enlisted Family Housing	3	1932
0724	Enlisted Family Housing	3	1939
0725	Enlisted Family Housing	3	1932
0726	Enlisted Family Housing	3	1939
0727	Enlisted Family Housing	3	1931
0728	Enlisted Family Housing	3	1939
0729	Enlisted Family Housing	3	1931
0730	Enlisted Family Housing	3	1939
0731	Enlisted Family Housing	3	1931
0732	Enlisted Family Housing	3	1939
0733	Enlisted Family Housing	3	1933
0734	Garage	3	1939
0735	Detached Garage	3	1939
0736	Detached Garage	3	1939
0737	Detached Garage	3	1939
0742	Enlisted Family Housing	3	1932
0743	Enlisted Family Housing	3	1932
0744	Enlisted Family Housing	3	1932
0745	Enlisted Family Housing	3	1932
0746	Enlisted Family Housing	3	1932
0747	Enlisted Family Housing	3	1932
0748	Enlisted Family Housing	3	1932
0749	Enlisted Family Housing	3	1932
0750	Enlisted Family Housing	3	1932
0751	Enlisted Family Housing	3	1939
0752	Enlisted Family Housing	3	1939

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
0753	Enlisted Family Housing	3	1939
0754	Enlisted Family Housing	3	1939
0755	Enlisted Family Housing	3	1939
0756	Enlisted Family Housing	3	1939
0757	Enlisted Family Housing	3	1939
0758	Enlisted Family Housing	3	1939
0759	Enlisted Family Housing	3	1939
0760	Enlisted Family Housing	3	1939
0761	Detached Garage	3	1939
0762	Detached Garage	3	1939
0763	Detached Garage	3	1939
0920	Parachute Shop	1	1921
0922	Transformer Vault	5	1921
0923	Transformer Vault	5	1921
0926	Aircraft Hangar	1	1921
0929	Pump House	4	1921
0931	Inflammable Material Storage	4	1921
0933	Aircraft Hangar	1	1921
0934	Motor Maintenance Building	1	1921
0935	Aero Maintenance Building	1	1921
0936	Transformer Vault	4	1921
0937	Aircraft Hangar	1	1921
0951	Scott Hall Guest House	2	1921
0952	Officers' Family Housing	2	1921
0953	Officers' Family Housing	2	1921
0954	Officers' Family Housing	2	1921
0955	Officers' Family Housing	2	1921

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
0956	Officers' Family Housing	2	1921
0957	Officers' Family Housing	2	1921
0958	Officers' Family Housing	2	1921
0959	Officers' Family Housing	2	1921
0960	Officers' Family Housing	2	1921
0961	Officers' Family Housing	2	1921
0962	Officers' Family Housing	2	1921
0963	Officers' Family Housing	2	1921
0964	Officers' Family Housing	2	1921
0966	Officers' Family Housing	2	1921
0967	Detached Storage Shed	4	1939
0968	Garage	2	1921
0969	Garage	2	1925
1000	Officers' Family Housing	1	1902
1001	Officers' Family Housing	1	1902
1002	Officers' Family Housing	1	1908
1003	Officers' Family Housing	1	1908
1004	Officers' Family Housing	1	1908
1007	Letterman Ward	2	1901
1008	Letterman Ward	2	1931
1009	Letterman Ward	2	1930
1012	Letterman Clinic	2	1933
1013	Letterman Clinic	2	1933
1014	Letterman Clinic	2	1924
1016	Letterman Administration Building	2	1899
1040	Powerhouse & Steam Plant	3	1900
1047	Laundry Building	2	1914

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
1050	Letterman Psychiatric Ward	2	1918
1051	Letterman Ward Annex	2	1909
1056	Storage Building	2	1910
1059	Combustibles Storage Building	2	1915
1060	Medical Supply Warehouse/Offices	2	1916
1061	Storage Shed	4	1938
1062	Medical Supply Warehouse	2	1922
1063	Medical Supply Warehouse	4	1941
1076	Garage	4	1938
1151	Indoor Swimming Pool	4	1945
1152	Letterman Gymnasium	4	1945
1160	Warehouse	4	1940
1161	Warehouse	2	1919
1162	Warehouse	2	1919
1163	Warehouse	2	1919
1167	Warehouse	2	1919
1169	Warehouse	2	1919
1170	Warehouse	2	1919
1182	Warehouse	2	1919
1183	Warehouse	2	1917
1184	Warehouse	2	1917
1185	Warehouse	2	1917
1186	Warehouse	2	1917
1187	Warehouse	2	1917
1188	Warehouse	2	1917
1201	Fort Winfield Scott Headquarters	1	1912
1202	Enlisted Men's Barracks	1	1910

Appendix C - Historic Building List (Area B)

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
1203	Enlisted Men's Barracks	1	1910
1204	Enlisted Men's Barracks	1	1910
1205	Enlisted Men's Barracks	1	1910
1206	Enlisted Men's Barracks	1	1910
1207	Enlisted Men's Barracks	1	1910
1208	Enlisted Men's Barracks	1	1910
1213	Fort Winfield Scott Stockade	1	1912
1214	Fort Winfield Scott Band Barracks	1	1912
1216	Enlisted Men's Barracks	1	1912
1217	Enlisted Men's Barracks	1	1912
1218	Enlisted Men's Barracks With Mess	1	1912
1219	Quartermaster's Storehouse	1	1912
1220	Quartermaster's Office	1	1918
1221	Post Exchange Gas Station	5	1945
1221A	Storage Shed	5	unkn
1224	Fort Winfield Scott Infirmary	1	1912
1225	Post Exchange Storehouse	4	1942
1226	Fort Winfield Scott Gymnasium	1	1911
1227	Quartermaster's Shop	2	1917
1230	Warehouse	2	1918
1231	Blacksmith Shop	2	1913
1233	Post Paint Storehouse	4	1933
1237	Day Room	4	1942
1239	Fort Winfield Scott Post Office	4	1942
1240	Enlisted Family Housing	2	1918
1241	Warehouse	4	1941
1242	Warehouse	4	1941

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
1243	Warehouse	4	1941
1245	Inflammable Storage Shed	4	1918
1246	Detached Garage	4	1941
1247	Detached Garage	4	1941
1248	Detached Garage	4	1941
1250	Detached Garage	4	1941
1261	Enlisted Family Housing	2	1909
1262	Enlisted Family Housing	2	1909
1263	Enlisted Family Housing	2	1921
1265	Enlisted Family Housing	2	1909
1266	Enlisted Family Housing	2	1921
1268	Enlisted Family Housing	2	1909
1270	Enlisted Family Housing	2	1921
1272	Enlisted Family Housing	2	1912
1273	Enlisted Family Housing	2	1912
1274	Enlisted Family Housing	2	1912
1275	Enlisted Family Housing	3	1933
1276	Enlisted Family Housing	3	1933
1277	Enlisted Family Housing	3	1933
1283	Fire Control For Battery Wagner		1895
1285	Garage	4	1933
1287	Battery Howe-Wagner	1	1895
1289	Enlisted Family Housing	3	1933
1290	Enlisted Family Housing	3	1933
1291	Officers' Family Housing	3	1933
1293	Officers' Family Housing	3	1933
1294	Officers' Family Housing	3	1933

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
1295	Officers' Family Housing	3	1933
1297	Officers' Family Housing	3	1933
1298	Officers' Family Housing	3	1933
1299	Log Cabin Community Center	3	1937
1300	Officers' Family Housing	1	1910
1301	Detached Garage	4	1940
1302	Officers' Family Housing	1	1902
1303	Detached Garage	4	1940
1304	Officers' Family Housing	1	1902
1305	Garage	4	1917
1307	Detached Garage	4	1918
1308	Officers' Family Housing	1	1910
1309	Garage	4	1941
1310	Officers' Family Housing	1	1910
1311	Detached Garage	4	1920
1313	Detached Garage	4	1917
1314	Officers' Family Housing	1	1912
1315	Detached Garage	4	1915
1317	Detached Garage	4	1917
1319	Detached Garage	4	1917
1320	Officers' Family Housing	1	1910
1321	Detached Garage	4	1941
1322	Officers' Family Housing	1	1912
1323	Detached Garage	4	1919
1324	Officers' Family Housing	1	1910
1325	Detached Garage	4	1941
1326	Officers' Family Housing	1	1910

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
1327	Detached Garage	4	1940
1328	Officers' Family Housing	1	1910
1330	Barnard Hall (Officers' Quarters)	1	1915
1331	Fort Winfield Scott Recreation Center	3	1921
1332	Officers' Family Housing	5	1943
1334	Officers' Family Housing	1	1912
1335	Detached Garage	4	1921
1337	Officers' Family Housing	1	1915
1338	Materials Storage	3	1902
1339	Ordinance Repair Shop	3	1900
1340	Ordinance Storage	3	1917
1341	Garage	5	1939
1344	Command Fire Control Station	1	1911
1347	Bachelor Officers' Quarters	4	1945
1353	Searchlight Repair Shop	4	1939
1354	Battery Saffold	1	1896
1355	Ordinance Repair Shop	4	1942
1359	Compressed Air Plant	4	1942
1363	Ordinance Shop	2	1911
1365	Machine Shop Storage Shed	4	1948
1369	Indoor Shooting/Firing Range	4	1941
1387	Theater/Bowling Center	4	1941
1389	Fort Winfield Scott Chapel	4	1941
1390	Day Room	4	1941
1398	Battery Dynamite Powerhouse	1	1895
1399	Battery Dynamite	1	1894
1430	Battery McKinnon-Stotsenberg	1	1897

Structure Number	Structure Name	Historic American Building Survey (HABS) Category	Year Built
1444	Radio Station & Transmitter	5	1941
1450	Radio Transmitter Headquarters	5	1942
1451	Power Plant & Generator	5	1942
1470	Central Magazine	3	1938
1471	Central Magazine	3	1938
1771	Water Valve House	2	1910
1773	Water Filter Building	2	1910
1776	Water Treatment Chemical Storage	2	1912
1779	Water Treatment Headhouse	2	1912
1781	Family Housing	2	1911
1801	Public Health Service Hospital		1932
1802	Engineering Maintenance Shop		1928
1805	Recreation Center		1932
1806	Senior Enlisted Quarters		1932
1807	Senior Enlisted Quarters		1932
1808	Nurses Quarters		1932
1809	Officers' Family Housing		1920
1810	Officers' Family Housing		1915
1811	Officers' Family Housing		1932
1812	Officers' Family Housing		1932
1813	Officers' Family Housing		1932
1814	Officers' Family Housing		1932
1815	Officers' Family Housing		1932
1818	Laboratories		1932
1819	Laboratories		1932
1828	Transformer/Meter House		1932

Appendix D - Draft Transportation Demand Management Program

The Presidio Trust is charged with preserving and enhancing the Presidio while also ensuring its financial viability. The Trust is carrying out a draft Presidio transportation demand management (TDM) program to reduce impacts on transportation systems due to travel by Presidio tenants, residents, and visitors. This program seeks to reduce overall reliance on the automobile by encouraging alternatives such as walking, biking, carpool/vanpools, and transit.

OVERALL GOALS

The overall minimum goals of the draft TDM program are to:

- Limit the percentage of external trips by personal vehicle (including carpools and vanpools) that start or end at the Presidio to 70 percent of total trips; the other 30 percent would be by walking, biking, or transit)
- Limit the number of internal trips by personal vehicle that start or end at the Presidio to 50 percent of total trips;
- Maintain an average vehicle occupancy of at least 1.4 persons per vehicle; and
- Reduce overall parking needs at the Presidio by at least 25 percent by the year 2010.

PRESIDIO TRUST AND TENANT ACTIVITIES

The Trust TDM program consists of activities conducted by the Trust and by the park's tenants. The Trust will be responsible for providing park-wide TDM services for residents, employees and visitors at the Presidio. These programs include offering a Guaranteed Ride Home Program, providing a shuttle bus system throughout the park, securing increased MUNI and Golden Gate Transit service to the park, coordinating transit ticket sales, managing vehicle parking, and monitoring and marketing programs. Additional Trust-sponsored TDM programs may be considered and carried out in the future. TDM programs benefit from economies of scale and will be most effective when

provided and funded consistently by the agency charged with managing transportation in the Presidio. Park-wide TDM services will be managed and delivered by the Park-wide TDM Coordinator, who is a Trust employee.

The park's non-residential tenants are required to participate in the Presidio TDM program through their lease agreements. Tenant TDM programs must achieve the transportation goals established by the Trust. Each tenant is required to submit a TDM Plan, which must detail how the tenant will achieve the park-wide TDM program goals. Tenant employees will be surveyed each year about which transportation modes they use; this monitoring effort will ensure that incremental changes are made as necessary to meet the Trust's goals. Each tenant's TDM Plan must include required programs that promote the park-wide TDM services to their employees. Tenant-specific TDM program requirements are subject to individual lease negotiations and are based, to some extent, on number of tenant employees and the level of services desired or necessary to achieve both tenant and Presidio-wide program goals.

TDM PROGRAM COMPONENTS

The TDM program consists of strategies that work together to achieve park-wide reductions in vehicle trips to, from, and within the Presidio compared to the number of trips that would otherwise occur. The park-wide program operates with funding from the Presidio Trust and with assistance from outside agencies providing TDM services in the Bay Area, such as RIDES for Bay Area Commuters. Tenant programs, as required by lease, will complement the park-wide program and be funded by individual tenants.

1. Park-Wide TDM Services Provided by the Presidio Trust:

Park-Wide TDM Coordinator – A Presidio Trust employee develops and administers park-wide TDM services and the TDM program for Trust employees. Duties include coordinating and monitoring program participation by tenants, working with consultants providing TDM services (Guaranteed Ride Home, RIDES for Bay Area Commuters, internal shuttle and parking manager), providing program information for tenant employee transportation coordinators (ETCs), developing and maintaining the website, coordinating transit

ticket sales, coordinating the commuter check program, updating transportation marketing centers, coordinating TDM events, and providing commute assistance/trip planning for Presidio employees and tenant ETCs.

Parking Management Program – The Trust expects to use market-rate parking fees throughout Area B of the Presidio to discourage automobile use by residents, employees, and visitors and to encourage transportation alternatives such as walking, biking, high occupancy vehicles (carpools/vanpools), and transit. This program should include a Residential Permit Parking Program with permit limits, preferential parking for carpools and vanpools, employee/visitor parking fees paid directly by individual drivers rather than by non-residential tenant employers, parking priced on a daily or even hourly basis to allow people to limit their parking fees to the amount of parking used, a wide variety of fee collection methods, regulations to designate parking for various park uses, and a constrained parking supply. It is expected that the Parking Management Program will generate revenue that will be used to cover the costs of all other TDM programs.

Guaranteed Ride Home (GRH) Program – This program offers "commute insurance" for people using alternative forms of transportation. The Trust would contract with a taxi company to provide service to employers throughout the Presidio. Employers and their employees would need to register with the Trust to become eligible for service. A guaranteed ride home would be provided in case of emergency or if an individual's alternative transportation commute mode failed them. Incidents that would qualify could include home emergencies (e.g., a sick child), a carpool driver forced to leave work (with his or her car) for an emergency, and unscheduled required overtime. Participants are usually limited in the number of rides home they can take per year. This service provides peace of mind for commuters who leave their cars at home and use alternative transportation.

Supplemental Transit Services – The Trust is working with MUNI to subsidize additional runs of the 82X Express bus from downtown. As demand for service increases in the Presidio, the Trust will work directly with MUNI and Golden Gate Transit to provide additional service. The Trust will also work with the National Park Service to bring new ferry service to the Presidio.

Internal Shuttle System – The internal shuttle will be a transit system serving areas within the Presidio. The shuttle will offer connections to transit lines in and near the Presidio and serve residential, non-residential and visitor sites throughout the Presidio. The shuttle system will operate seven days a week from morning to night. The Trust will continue to provide the Tuesday and Thursday lunch shuttle to Chestnut Street (a current program) from the Main Post/Letterman areas to provide employee access to restaurants and services outside the park during the workweek.

Car-Sharing Program – This program will provide participants with access to a vehicle without their having to own a car. Car-sharing will give participants access to a vehicle while minimizing capital costs associated with the vehicle itself as well as parking and fueling. The program is expected to allow and encourage individuals to use alternative transportation modes such as biking, walking, and transit for many trips by removing the fixed costs of vehicle ownership and instead charging the incremental costs for vehicle usage. The program is being designed to use electric vehicles.

Transit Ticket Sales Coordination – The Trust sells a wide variety of transit tickets in Building 34, Monday through Friday from 12:00 PM to 3:00 PM. Presidio tenants may purchase tickets at this convenient site.

Employee Transportation Coordinator Training Workshops – The Trust will provide training at the Presidio for tenants' designated ETCs. The training will provide an opportunity to educate ETCs about commute modes and Trust-provided services available to their employees, transit serving the Presidio, regional programs, parking management programs, and trip reduction requirements. The training will also provide an opportunity to foster the working relationships needed for coordinating the Presidio-wide TDM effort.

Employee Transportation Survey Coordination and Tabulation – Monitoring employee commute behavior through transportation surveys will allow the Trust to evaluate the effectiveness of TDM efforts and enforce tenant lease provisions. To ensure the accuracy and consistency of the survey reports, the Trust will take a lead role in the development of survey instruments, distribution, collection, and tabulation. The Trust may supplement program monitoring with parking lot counts and observations.

Bike Rack Program – The Trust is installing bike racks throughout the Presidio. Each building should be served with a bike rack in order to facilitate bike riding. The Trust will continue to make this program available and assist tenants with adding additional bicycle parking if needed.

Shared Bikes Program – The Trust is developing a program with Pedal Power, a Presidio-based organization, for tenant residents and employees to have access to shared bikes to use for local trips. Registered program participants would have access to bikes in various locations throughout the Presidio.

Transportation Event Coordination – The Trust promotes and hosts events for regional alternative transportation efforts such as Bike to Work Day, Try Transit Week, Spare the Air, Vanpool Week and California Rideshare Week. The Trust could also arrange for the RIDES Commutemobile to visit the Presidio annually and to special events.

Vanpool Coordination – The Trust assists with vanpool formation by providing "how to" information from RIDES, posting rider searches on the Trust website, and producing ZIP code maps. This coordination will help organize riders from different tenants into vanpools.

ZIP Code Map Production – The Trust will collect employee home ZIP codes from all tenants and provide the lists to RIDES for map production. ZIP code maps show how many employees live in each ZIP code in the entire Bay Area. Employees can use this information to identify potential car/vanpool partners living in their area.

Website Development and Maintenance – A section of the Trust's website will be dedicated to transportation and commute alternatives information. The content should include links to transit schedules and maps, contact names and telephone numbers for tenant ETCs, a promotional event calendar, links to car/vanpool matching and other services at the RIDES website, bike route maps, the internal shuttle route and schedule, parking management information, transit ticket sales locations and types, information on the guaranteed ride home program and shared bike program, and survey results.

2. TDM Programs Required of All Tenants:

Trained, On-Site Employee Transportation Coordinator (ETC) – Each tenant provides an employee who develops and manages the tenant's TDM program. The ETC facilitates park-wide programs such as surveys, promotional events, and on-site transit ticket sales. The ETC answers questions from tenant employees; distributes and collects information; provides materials such as registration packets for the TDM program and the guaranteed ride home program; stocks the transportation marketing center with current promotional displays, transit schedules, and RIDES information; and sells transit tickets.

Guaranteed Ride Home (GRH) Program Participation – Tenants will assist in promoting the benefits of the GRH program and enrolling employees in the program when it becomes available. The ETC will be the point of contact to help disseminate and collect forms.

Transportation Survey Participation – Each tenant's ETC will facilitate the distribution and collection of transportation surveys under the direction of the Presidio Trust TDM Coordinator.

Transportation Event Participation – Each tenant's ETC will raise awareness of and encourage participation in transportation events such as Bike To Work Day. This may be accomplished through employee newsletters, posters, and e-mail.

Registration with RIDES for Bay Area Commuters – RIDES is the regional agency charged with helping employers promote commute alternatives. RIDES also provides matchlists to facilitate carpool/vanpool formation. Most RIDES services are free.

Employee ZIP Code Tabulation – Each year, employers will provide the Trust with an electronic list of home ZIP codes for employees. The Trust will compile this information to help RIDES produce a master ZIP code map for Presidio tenants.

3. Recommended Tenant Program Options:

In addition to the TDM programs required of all tenants (listed above), large tenants will be required to provide supplemental TDM programs in order to achieve the required trip reduction goals. Suggested programs are:

Commuter Choice (Commuter Check) – Commuter Checks are a way of directly subsidizing employee transit or vanpool costs. Commuter Checks can either be provided as a tax-free benefit (up to $65 per month) by the employer, purchased by the employee using pre-tax salary, or a combination of both. Commuter Checks can only be used for purchasing transit tickets or paying fares on registered vanpools or buspools.

Flextime for Carpoolers and Transit Users – This program allows car/vanpoolers and transit riders to adjust their schedules to meet others. The program can be detrimental to trip reduction efforts, however, if it allows drivers to arrive or leave outside of the main commute periods. The Trust recommends that the policy be that employees may adjust their schedules to start work between 7:30 and 9:00 AM.

Supplemental Shuttles – This service could be provided in lieu of continued operation of the 82x MUNI bus service. This concept has been developed by several employers who see providing shuttle service to the downtown regional transit services (BART, Caltrain, Transbay Bus Terminal) as preferable to asking employees to ride MUNI. In addition, this service could be provided for longer hours each workday. Tenants may join together to fund and administer this service, or funding may be provided to the Trust to oversee development and administration of the service.

On-Site Transportation Marketing Centers – These centers would consist of designated display cases and brochure holders located in central areas. The displays would be kept current and would include transit maps, transit ticket sales site information, a ZIP code map showing employees' home locations, current promotional materials, and other items. Brochure holders would contain transit schedules and information from Golden Gate Transit, MUNI, BART, Caltrain, ferries and RIDES. A tenant's ETC may work with TDM Coordinator to set up a marketing center.

Employee Orientation Information on Alternative Transportation Modes – The tenant ETC would coordinate with the Trust to include TDM information in packets and orientations for new employees. The Trust's TDM Coordinator may provide templates for handouts and new-hire orientations for larger employers or groups of employees.

Web Access to Alternative Transportation Website (Link to Presidio Trust) – Large tenants would work with the Trust's TDM Coordinator to establish a link to the Presidio Trust Commuter Alternatives webpage when this service becomes available.

Preferential Carpool/Vanpool Parking – Parking spaces would be designated close to the building entrances to provide sufficient space for all carpools and vanpools. The Trust would provide painted designations and maintenance.

On-Site Transit Ticket Sales – The ETC would survey employees to determine number of employees interested in purchasing monthly transit passes. The ETC would coordinate with the Park-Wide TDM Coordinator to order passes and pick them up from the Building 34 transit ticket outlet. This program would work well in conjunction with the Commuter Choice program.

On-Site Services – Tenants would provide on-site services such as daycare, showers/locker room, mail service, ATM, food service, and dry cleaning to their employees. These services indirectly enable employees to commute via alternative transportation by reducing their need to use their vehicles during the day, at lunch time, or after work.

Programmatic Agreement among the Presdio Trust, National Park Service, the Advisory Council on Historic Preservation, and the California State Historic Preservation Officer regarding the Presidio Trust Implementation Plan and various operation and maintenance activities for Area "B" of the Presidio of San Francisco, Golden Gate National Recreation Area.

WHEREAS, the Presidio Trust (the Trust), pursuant to the Presidio Trust Act, Title I of Public Law 104-333 was established as a wholly owned government corporation to manage a portion of the Presidio of San Francisco (Presidio); and

WHEREAS, pursuant to Public Law 104-333, administrative jurisdiction was transferred to the Trust on July 1, 1998 for approximately 80 percent of the Presidio that was depicted as Area B on the map entitled "Presidio Trust Number 1," dated December 7, 1995, as such may be amended from time to time; and

WHEREAS, the remaining area of the Presidio was depicted as Area A on said map and administrative jurisdiction for Area A remains with the National Park Service (NPS); and

WHEREAS, the entire Presidio remains a part of the Golden Gate National Recreation Area (GGNRA), is a designated National Historic Landmark District (NHLD), is listed on the National Register of Historic Places (NR), contains prehistoric archaeological sites, and historic archaeological resources, buildings, structures, objects, historic zones, and cultural landscapes representing 218 years of military history; and

WHEREAS, the Trust, in order to meet its Congressionally mandated requirement of preserving the Presidio as a sustainable National Park within the GGNRA by the year 2013, carries out a variety of undertakings, including but not limited to maintenance, rehabilitation, repair, moving, interim and long-term leasing, construction and deconstruction of buildings, structures, and roads, and work regarding grounds and associated landscaping within Area "B" of the Presidio; and

WHEREAS, the Trust has determined that these undertakings may have an effect upon properties included in or eligible for the NR, including properties

that contribute to the NHLD and has notified the Secretary of the Interior in accordance with 36 CFR 800.10(c); and

WHEREAS, the Trust has consulted with the Advisory Council on Historic Preservation (ACHP), and the California State Historic Preservation Officer (SHPO) and NPS; and

WHEREAS, pursuant to 36 CFR 800.14 (b)(2), which implements Section 106 of the National Historic Preservation Act (NHPA), the entities listed above have been invited to sign this Programmatic Agreement (PA); and

WHEREAS, the Trust has made a good faith effort to locate Indian tribes that attach religious and cultural significance to properties under the administrative jurisdiction of the Trust or with which the Trust could consult under the Native American Graves Protection and Repatriation Act (NAGPRA); and

WHEREAS, the Trust has consulted with the public and interested Indian tribes regarding the stipulations in this PA; and

WHEREAS, the Presidio Trust Implementation Plan (PTIP) is a comprehensive programmatic plan developed by the Trust to guide the management of Area B; and

WHEREAS, the undertakings contemplated under the PTIP will be within the scope of this PA;

NOW, THEREFORE, the Trust, NPS, SHPO, and ACHP agree that the Trust will undertake its activities in accordance with the following stipulations to satisfy its responsibilities under Section 106 and Section 110(f) of the NHPA.

STIPULATIONS

The Trust shall ensure that the following measures are carried out:

I. Applicability

This PA applies to all undertakings proposed within Area B under the direct or indirect jurisdiction of the Trust including undertakings proposed by the Trust's permittees, and tenants. However, deconstruction, new construction, and the execution of leases associated with such new construction at the 60 acre Letterman Complex shall be governed by "The Programmatic Agreement Among the Presidio Trust, the Advisory Council on Historic Preservation, the National Park Service and the California State Historic Preservation Officer Regarding Deconstruction, New Construction, and the Execution of Associated Leases at The Letterman Complex, Presidio of San Francisco, California." This PA does not apply to undertakings of NPS within Area A or the Department of Veterans Affairs at the National Cemetery all located within the boundaries of the Presidio. Before the Trust's final approval of any project, or any construction activities, or any irrevocable commitment by the Trust for construction, repairs, maintenance, rehabilitation, moving or deconstruction covered by this PA, all provisions required hereunder must be completed. For purposes of this PA, historic properties are those properties either included in the 1985 Historic American Buildings Survey (HABS) report or designated as contributing to the NHLD by the May 1993 NHLD update and any other properties identified pursuant to Stipulation VII. below.

II. Policy

The Trust shall manage and preserve the integrity of that portion of the NHLD in Area B through planning, research and specific undertakings consistent with good historic preservation management and stewardship, the goals of the NHPA and related regulations, standards, and guidelines. These efforts are, and will remain, in keeping with the applicable provisions of the NHPA and the Presidio Trust Act.

III. Professional Standards

A. The Trust's Federal Preservation Officer (FPO) shall be responsible for coordination of the preservation program and implementation of the terms of this PA. The agency official designated as the Trust's FPO shall meet the requirements for that position as defined in "The Secretary of the Interior's Standards and Guidelines for Federal Agency Historic Preservation Programs Pursuant to the National Historic Preservation Act."

B. All work pursuant to this PA regarding historic buildings and structures will be reviewed by, or under the supervision of, a person having five years or more experience in historic preservation and meeting the professional qualifications for Historian, Architectural Historian or Historic Architect included in "The Secretary of the Interior's Historic Preservation Professional Qualification Standards."

C. All work pursuant to this PA regarding archaeological resources will be carried out by or under the supervision of a Registered Professional Archaeologist having five years or more experience in prehistoric and historic archaeology and meeting the professional qualifications for Archaeologist included in "Archaeology and Historic Preservation, Secretary of the Interior's Standards and Guidelines."

D. All analyses to determine if an undertaking falls under Appendix A and therefore requires no further review will be carried out by persons who meet the standards set forth above in this Stipulation III. All such persons are deemed for purposes of this PA as "qualified personnel" under the standards and guidelines cited above.

IV. Personnel Training

A. The Trust shall continue to provide appropriate training to individuals involved in the maintenance, repair, and rehabilitation of historic buildings, structures, and housing units, and for all personnel responsible for making decisions regarding maintenance, repair, and rehabilitation. The Trust shall utilize specialized crafts training programs in practical application of "The Secretary of the Interior's Standards for the Treatment of

Historic Properties." In addition, the Trust will provide training in conservation technology as applied to historic structures and archaeological sites.

B. The Trust shall develop and implement an in-house training program to advise Trust personnel of this PA and procedures, techniques, and related matters regarding the preservation of the historic properties located within Area B. The scope of training and the schedule for its implementation will be submitted as part of the annual report to NPS, SHPO and ACHP in accordance with Stipulation XXI. below.

V. Other Agreements

This agreement shall apply to undertakings proposed for Area B as stated in Stipulation I. However, it is explicitly recognized that other agreements may come to exist which have a bearing on properties and actions within Area B that may supersede this PA.

VI. Area of Potential Effects

When a proposed undertaking is limited to the maintenance, repair or rehabilitation of a listed, eligible or contributing building, the area of potential effects (APE) is the individual building. For all other proposed undertakings, the Trust shall consult with SHPO to determine the APE.

VII. Identification of Historic Properties

A. Numerous surveys and evaluations have been conducted to identify NR-eligible and NHLD contributing properties for the entire Presidio landmark district, regardless of administrative jurisdiction, including the 1993 NHLD update. As projects are reviewed under this PA, additional evaluations may be necessary due to the passage of time. As necessary to implement this PA, the Trust will determine if there are additional properties in Area B not previously listed or determined eligible for listing on the NR or as contributors to the NHLD. Evaluation of historic buildings or structures which may become 50 years old or may have achieved exceptional significance while this PA is in effect shall be conducted within the framework of the "Statewide Historic Buildings and Structures Inventory,

Department of Defense Installations, State of California, Volumes 1-3" and the "National Register of Historic Places Registration Forms for the Presidio of San Francisco National Historic Landmark District" (1993).

B. If a property in Area B that was not previously listed or determined eligible for listing on the NR is determined by the Trust to be eligible, the Trust shall treat that property as eligible for Section 106 purposes. Such determination requires no SHPO review. Any such determinations will be documented in accordance with Stipulation XXI. below.

C. If the Trust determines that a property is ineligible for the NR, and the Trust and NPS agree that the property is ineligible, it is ineligible. If the Trust and NPS disagree about a property the Trust has determined ineligible, the Trust will request an opinion from the SHPO which shall be rendered within 15 days of receiving the Trust's request. If the Trust does not agree with the SHPO's opinion, the Trust shall submit the matter to the Keeper of the Register in accordance with 36 CFR Part 63.

D. The Trust shall evaluate or cause to be evaluated the significance of and apply NR criteria to archaeological properties that have not previously been evaluated for the NR or determined eligible for listing according to 36 CFR Section 800.4(c).

VIII. Assessment of Effects

A. Review Process. The Trust shall determine the effect of any undertaking subject to this PA other than those undertakings covered by Stipulation X. A., B. or C. by means of the following process.

1. The responsible Trust office shall submit the proposed undertaking to the FPO for review.

2. The FPO shall review the undertaking to ensure that identification and evaluation of historic properties in the APE has been completed according to Stipulation VII. and that adequate information has been compiled to identify and evaluate the effects of the proposed undertaking on historic properties.

3. The FPO shall consult as necessary other staff qualified under Stipulation III.

4. The FPO shall insure that recovery of archaeological data is based on an Archeological Research Design prepared by personnel qualified under Stipulation III. C.

5. The FPO shall apply the criteria of 36 CFR 800.5 to the proposed undertaking.

B. No Historic Properties Affected or No Adverse Effect. If the above process results in the FPO's concluding that no historic properties are affected by the proposed undertaking or that the proposal will have no adverse effect on historic properties, the FPO will document that finding in the undertaking's administrative record and insure that the conclusion is included within the Annual Report required by Stipulation XXI. (the Report). In such case, the proposal may be undertaken without further review by the ACHP, SHPO, or NPS. It is specifically agreed that the repetitive low impact activities listed in Appendix A do not have an adverse effect, and therefore may be undertaken with no further review or documentation.

C. Adverse Effect.

1. Agreement with NPS regarding resolution. If the FPO finds a proposed undertaking will result in an adverse effect, the Trust may consult with the NPS to determine if the adverse effect may be avoided. Where the Trust and NPS agree on how to avoid such effect, they shall document their agreement and such agreement shall be included in the Report. Implementation of the documented agreement shall be deemed to be resolution of the adverse effect.

2. No agreement with NPS regarding resolution. If the FPO finds the proposed undertaking will result in an adverse effect and consults with NPS but fails to reach agreement, or if the FPO chooses not to consult with NPS, the FPO shall consult with ACHP and SHPO to resolve the adverse effect in accordance with 36 CFR 800.6.

D. Modification of a Reviewed Project. If after completion of an undertaking's review pursuant to this stipulation or during the implementation of any previously reviewed project pursuant to this stipulation, the Trust finds it necessary to modify the project scope or construction documents, the FPO or a designated qualified person under Stipulation III. shall review the proposed modification under the process contained in Stipulation VIII. A. above.

IX. Salvage and Sustainability

If an historic property will be deconstructed, the Trust's qualified personnel will conduct a documented inspection to identify architectural elements and objects that may be reused in rehabilitating similar historic structures, or that may be preserved in a museum archival collection.

X. Presidio Trust Implementation Plan

The Presidio Trust Implementation Plan (PTIP) is a programmatic document that presents a range of preferred land uses, PTIP Planning Principles (Principles) and Planning District Guidelines (PDG) for designated planning districts within Area B of the Presidio. The Principles and PDG conform to "The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring, and Reconstructing Historic Buildings" (1995) (Standards). Intended as a policy framework to guide the Trust's future activities, the PTIP does not specify treatments for individual buildings, or identify specific areas for new construction. Instead, the PTIP envisions further project-specific and/or district-level planning prior to building demolition or new construction with the potential to adversely affect historic resources. Undertakings proceeding under the PTIP other than those discussed below in Paragraphs A., B., or C. will be subject to Section 106 consultation pursuant to Stipulation VIII. For the undertakings proceeding under the PTIP and discussed below, Section 106 compliance shall be achieved as follows:

A. The Trust FPO shall seek public input and shall consult with NPS, SHPO and ACHP regarding the development of future planning documents, including possible district-level plans (e.g. Fort Scott), issue-oriented plans (e.g. Recreation and Open Space), and site-specific design guidelines or other plans in accordance with Stipulation XI. below.

B. The Trust FPO shall consult with the NPS, SHPO, and ACHP pursuant to 36 CFR 800.5 regarding any proposed demolition of an historic property within Area B, other than that proposed as part of a plan for which the consultation process has occurred pursuant to Stipulation XI., below.

C. The Trust FPO shall consult with the NPS, SHPO, and ACHP pursuant to 36 CFR 800.5 regarding any proposed new construction that may have an adverse effect on historic properties, except where such new construction is proposed as part of a plan for which consultation has occurred pursuant to Stipulation XI., below.

XI. Review of Future Planning Documents

A. The Trust will submit to NPS, SHPO, and ACHP for review and comment, a consultation package for future planning documents, including but not limited to district-level plans (e.g., Ft. Scott), issue oriented plans (e.g., Recreation and Open Space) and site specific guidelines or other implementation plans. These draft planning documents and a request for consultation will be submitted early in the planning process (e.g., during public scoping) and will be supplemented at a later date by written comments on the design guidelines or draft plans received from the public, and the Trust's record of commentary from the public planning session(s). The Trust shall ensure that future planning documents conform to the Standards, the Principles, and any applicable PDG to the maximum extent feasible.

B. Within 21 days of receipt of public comments by the consulting parties, a consultation meeting will be held, in person or by telephone, with NPS, SHPO, ACHP, and the Trust to discuss the planning documents and to seek a consensus among the parties that the planning documents conform

to the Standards, Principles and any applicable PDG to the maximum extent feasible. If no consensus is reached at the conclusion of the consultation meeting, the Trust will proceed in accordance with Paragraph E. of this stipulation.

C. The Trust will distribute to the NPS, SHPO, and ACHP for comment a Final Draft Document (FDD) reflecting the consensus reached pursuant to Paragraph B. of this stipulation and incorporating such comments received from the public pursuant to Paragraph A. above that the Trust deems appropriate. The parties will have 30 calendar days following the date of receipt to provide comments to the Trust regarding changes, if any, to cause the FDD to reflect the consensus reached pursuant to Paragraph B. of this stipulation.

D. If the Trust modifies the FDD in accordance with NPS, SHPO, and ACHP comments received, the Trust may finalize the FDD and will immediately provide each of the other parties with a copy of the FDD. The FDD will not be subject to further review.

E. Should the Trust decide not to modify the FDD in accordance with any NPS, SHPO, or ACHP comments regarding conformity to the maximum extent feasible with the Standards, Principles, and any applicable PDG, or if a consensus on the FDD is not reached pursuant to Paragraph B. of this stipulation, the Trust will promptly notify the other consulting parties in writing of the Trust's decision or of the lack of consensus, include documentation that explains the basis for the Trust's decision or summarizes the reasons for the lack of consensus, and immediately initiate consultation with NPS, SHPO, and ACHP to address unresolved issues. The time frame for this consultation shall not exceed 30 calendar days from the date of the Trust's written notification. If the issues pertaining to the Trust's decision are partially or fully resolved or a consensus is reached within this time frame, then the FDD shall be modified, if necessary, by the Trust in accordance with the resolution or consensus. Thereupon, the Trust may proceed in accordance with Paragraphs C. or D., as applicable, of this stipulation. If the issues pertaining to the Trust's decision are not fully resolved or a consensus is not reached within this time frame, the Trust

will forward all documentation relevant to the dispute to the ACHP for response within 30 calendar days in accordance with Stipulation XIX. below, governing the resolution of objections.

F. Failure of NPS, SHPO, or ACHP to comment in writing within the time frames established by this stipulation on any document submitted for review pursuant to this stipulation will be deemed a waiver of the opportunity to comment, and the Trust may proceed without considering the comment(s) that might otherwise have been made.

XII. Review of New Construction Following Future Planning

A. Where new construction is proposed under planning documents developed pursuant to Stipulation XI. above, the Trust will ensure that all design and construction documents conform to the contents of applicable planning documents, and that identified measures to address adverse effects are included in the design and construction documents and committed to as part of the project implementation.

B. The Trust's determination that design and construction documents conform to the planning documents reviewed by the signatories in accordance with Stipulation XI. above shall be documented in the project's administrative record and in the report developed in accordance with Stipulation XXI. Where changes to the project are required to ensure conformity these changes shall also be documented in writing.

XIII. Archaeology

A. The treatment of archaeological properties shall be handled in accordance with the terms of an Archaeological Management Assessment and Monitoring Program (AMA/MP) that is prepared for individual undertakings or groups of related undertakings. This will ensure that all planned undertakings will be reviewed by a qualified archaeologist prior to final design and/or approval. In addition to the AMA/MP, an archaeological research design will be prepared for any archaeological investigations that include testing for NR-eligibility, and test excavations or data recovery from prehistoric or historic sites that are known to be NR-eligible or are listed as contributors to the NHLD. The Trust's management of

archaeological properties will be reviewed annually in accordance with Stipulation XXI.

B. Ground Disturbing Activities

Ground disturbing maintenance activities and construction projects will be closely observed in the vicinity of sensitive archaeological areas to discover, document, protect, and manage the archaeological record of the Presidio. During the planning process for such projects, an AMA/MP shall be prepared to determine whether archival research, subsurface coring or trenching, and/or test excavations are required prior to ground disturbance. Archaeological monitoring is appropriate in areas of predicted archaeological sensitivity or for sampling purposes in areas that are not considered sensitive when the natural ground surface is obscured by paving or fill, or in other instances where a pedestrian survey or archaeological testing cannot reasonably be accomplished. Any required archaeological monitoring shall be implemented in accordance with an AMA/MP, prepared by qualified personnel. If historic properties are discovered during implementation of an undertaking, a detailed report shall be prepared. Large-scale ground disturbing activities shall be monitored in accordance with an AMA/MP. Should circumstances arise where the Trust cannot address archaeological concerns in a manner consistent with the AMA/MP, the Trust shall notify the SHPO.

C. Archaeological Grid and Database

The Trust anticipates that previously unidentified subsurface historic properties may be encountered within the NHLD boundary due to the placement of fill over some of the historic marsh areas, historic landfill depositions, and other modifications to the land over 218 years of military occupation. The Trust will maintain an archaeological grid map and database of archaeological information for the Presidio, in cooperation with NPS. The map will also identify those areas where additional research and inventory are required during future project planning phases.

D. Excavation Permits

The Trust will continue its policy of requiring all excavation permits to undergo archaeological review by qualified personnel, as defined in

Stipulation III., prior to initiation of the requested activity. The excavation clearance process is included as Appendix B to this PA.

E. Archaeological Management Plan for El Presidio

The Trust will prepare an Archaeological Management Plan (AMP) for the Spanish Colonial site known as "El Presidio de San Francisco." The AMP will contain an inventory and evaluation of archival, architectural and archaeological features associated with this site, identify the likely presence of other significant features in the area, describe strategies for maintaining the site, contain standard operating procedures, establish programs to increase public awareness of this archaeological resource, recover data of archaeological significance, and provide for curation of archaeological collections and associated records. The AMP will be subject to peer review by NPS, SHPO, and if deemed necessary by the Trust, other qualified personnel. The draft AMP will be completed not later than 24 months after execution of this PA.

F. All records associated with excavations and excavated materials not subject to NAGPRA that are deemed important for preservation will be accessioned, catalogued, and managed in accordance with 36 CFR Part 79, "Curation of Federally-Owned and Administered Collections."

XIV. Discoveries

A. If it appears that an undertaking will affect a previously unidentified property that may be eligible for inclusion in the National Register, or may contribute to the NHLD, or affect a known historic property in an unanticipated manner, the Trust will stop any potentially harmful activities in the vicinity of the discovery and take all reasonable measures to avoid or minimize harm to the property until it concludes consultation with the SHPO.

B. If the newly discovered property has not previously been included in or determined eligible for the NR and provisions for its treatment are not contained in an approved research design or AMA/MP, the Trust may assume that the property is eligible for purposes of this PA. The Trust will notify NPS and SHPO at the earliest possible time and consult to develop

actions that will take the effects of the undertaking into account. The Trust will notify the SHPO of any time constraints, and the Trust and the SHPO will mutually agree upon timeframes for this consultation but not to exceed 30 days. If treatment of the discovery is not included in an approved research design or AMA/MP, the Trust will develop written recommendations reflecting its consultation with NPS and SHPO and as necessary, will present a plan and schedule to implement these recommendations.

XV. Rehabilitation and Investment Tax Credit Projects

A. For purposes of this PA, Section 106 consultation and review of rehabilitation plans for compliance with "The Secretary of Interior's Standards for the Rehabilitation of Historic Properties for Rehabilitation and Investment Tax Credit Projects" shall be accomplished within the Part I and Part II Certification Process as delineated in 36 CFR Part 67.

B. When NPS receives Part II Certification Applications it will notify the Trust Historical Archaeologist and will consult with the Trust's qualified personnel regarding provisions for archaeological compliance and for conducting historic plant inventories.

C. If a Trust tenant submits a Part II Certification Application without conditions from NPS, it shall be deemed to conform to the Standards referenced in Stipulation XV. A. above. The undertaking will require no further review. If the Part II Certification Application is approved with conditions, the Trust shall ensure that the project documents are modified to comply with the conditions, but will not subject the application to any further review. Neither the Trust nor the tenant shall make any irrevocable commitment regarding project design until Part II Certification has been completed by NPS.

D. If a Trust tenant is denied Part II Certification or is unable to meet conditions for such certification, the provisions of Stipulation VIII. shall apply.

E. Failure of NPS to comment in writing within the time frames established by 36 CFR Part 67 on any document submitted for review pursuant to this stipulation shall be deemed approval of the document.

XVI. Permits, Leases and Other Agreements

Undertakings may also be permits, leases, or other agreements issued by the Trust and shall be subject to the same review as other Trust undertakings. Trust shall provide for identification and treatment of historic properties in a manner that meets guidelines and standards set forth in stipulations of this PA including archaeological clearances for any ground-disturbing activity, and advance project review and approval on the same basis as required for Trust-proposed undertakings.

XVII. Emergency Actions

A. In the event that an emergency occurs at the Presidio that affects historic properties, the Trust may take actions without consultation to stabilize any involved historic properties and prevent further damage within 30 days from the termination of the emergency or longer with approval of the signatories. Where possible, such emergency measures will be undertaken in a manner that does not foreclose future preservation or restoration, with on-site monitoring by qualified personnel, and advance telephonic notification of NPS and SHPO.

B. Emergency response work will be conducted in a manner to avoid or minimize effects on historic properties. Should historic properties be discovered during emergency repair or response activity, work in the immediate area of the property will cease if the Trust determines that a work stoppage at the site will not impede emergency response activities. The Trust will advise NPS and SHPO by telephone of the emergency, the steps being taken to address the emergency, the discovered property and its apparent significance, and a description of the emergency work and potential effects on the discovered property.

C. Within 30 days following this notification, the Trust will provide the SHPO with a written report documenting the actions taken to minimize effects,

the work's present status, the planned treatment of the property, and the condition of any other properties encountered as post-review discoveries. This action will be noted in the report developed in accordance with Stipulation XXI. below.

XVIII. Natural Disasters

A. In the event of a natural disaster, the Trust shall undertake emergency actions consistent with the principles underlying this PA to stabilize historic properties and prevent further damage without SHPO consultation. Where possible, such emergency measures will be undertaken in a manner that does not foreclose future preservation or restoration. The Trust will immediately notify NPS and within 5 days of when telephone communications are re-established consult with SHPO on all emergency measures taken that impacted on or will impact on historic properties. Permanent repairs to historic properties beyond the scope of emergency repairs are not authorized by this stipulation.

B. This stipulation does not apply to undertakings that will be implemented more than 30 days after the disaster terminates. Such undertakings shall be reviewed in accordance with 36 Part 800 unless they are covered by other stipulations in this PA.

XIX. Resolving Objections

A. Should any signatory to this PA object to any action carried out or proposed with respect to an undertaking or implementation of this PA, that signatory shall notify the Trust in writing of its objection and request consultation with the Trust to resolve the objection. If after initiating such consultation the Trust determines that the objection cannot be resolved within 15 days through such consultation, the Trust shall forward all documentation relevant to the objection to the ACHP including the Trust's proposed response to the objection. Within 15 calendar days after receipt of all pertinent documentation the ACHP shall exercise one of the following options:

1. Advise the Trust that the ACHP concurs in the Trust's proposed response to the objection, whereupon the Trust will respond to the objection accordingly;

2. Provide the Trust with recommendations, which the Trust shall take into account in reaching a final decision regarding its response to the objection; or

3. Notify the Trust that the objection will be referred to the ACHP for formal comment in accordance with Section 800.7(c) of the NHPA.

B. Should the ACHP not exercise one of the above options within 30 calendar days after receipt of the pertinent documentation from the Trust, the Trust may assume the ACHP's concurrence in its proposed response to the objection.

C. The Trust shall take into account any ACHP recommendation or comment provided in accordance with this stipulation with reference only to the subject of the objection; the Trust's responsibility to carry out all actions under this PA that are not the subject of objection shall remain unchanged. The Trust shall notify the other signatories of its decision within 15 days.

D. At any time during implementation of any stipulation in this PA, should an objection to any such stipulation or its manner of implementation be raised by a member of the public, the Trust shall notify the signatories to this PA and consult with the objecting party, the ACHP and the SHPO to resolve the objection within 21 calendar days. If the Trust is unable to resolve an objection, the Trust may refer the objection to the ACHP in accordance with Stipulation XIX. A. above.

XX. Amendments and Termination

A. If any signatory believes that this PA should be amended, that signatory shall immediately so notify and consult with the other signatories for no more than 21 days to consider amendments to this PA. The signatories may agree to a longer consultation period. This PA may be amended only

upon the written concurrence of all signatories. Amendments shall be executed in accordance with 36 CFR Part 800.6(c).

B. This PA may be terminated unilaterally by the Trust. It may be terminated by agreement of any two signatories if the two signatories determine that the terms of this PA are not being met. The signatory proposing termination shall notify all parties to this PA explaining the reasons for the termination. Prior to termination, the signatories shall consult for no more than 21 days to consider alternatives that would avoid termination. The signatories may agree to a longer consultation period. Should such consultation fail, the signatories supporting termination may terminate this PA by so notifying all parties to this PA in writing.

C. If this PA is terminated the Trust shall proceed in accordance with 36 CFR Part 800 Subpart B with regard to individual undertakings covered by this PA.

XXI. Review of Agreement

A. On or before January 30th of each year so long as this PA is in effect, the Trust shall prepare and provide to the signatories and all parties invited to concur with this PA an Annual Report (Report) describing how the Trust is carrying out its responsibilities under this PA. The Trust shall ensure that the Report is made available to the public and that potentially interested persons and members of the public are invited to provide comments to the ACHP and SHPO as well as to the Trust. At the request of the ACHP or SHPO, the Trust shall supplement this process through meeting(s) to address comments and/or questions. The Report shall include, at a minimum:

1. A list of all undertakings reviewed under the terms of this PA excluding those actions listed in Appendix A, a summary of Tax Credit projects as described in Stipulation XV. above, and a description of those undertakings determined to have an adverse effect but which are resolved by consensus in accordance with Stipulation VIII. C. 1. above.

2. Efforts to identify and/or evaluate potential historic properties, monitoring efforts, archaeological management assessments or research designs, and treatment of historic properties.

3. Reports of any training given pursuant to Stipulation IV. above, identification of current Trust points of contact, and notification of any historic preservation personnel changes.

4. Any recommendations to amend this PA or improve communications among the parties.

5. The activities listed in Appendix A shall be reviewed as part of the Report at which time the signatories may modify the list by adding new activities or removing other activities without requiring amendment of the PA. Should the SHPO or ACHP object in writing to the Trust regarding the Report, the objection will be resolved pursuant to Stipulation XIX.

B. The SHPO and ACHP may monitor activities carried out pursuant to this PA, and the ACHP will review such activities if it deems necessary or is so requested. The Trust shall cooperate with the SHPO and the ACHP in carrying out their monitoring and review responsibilities.

XXII. Effect of the Passage of Time

In any case where a party fails to comment or act within a time frame that is specified or is otherwise agreed upon by the parties, the Trust may thereafter immediately proceed in the matter at issue without further regard to comments or actions by that party.

XXIII. Execution and Implementation

of this Programmatic Agreement evidences that the Trust has satisfied its Section 106 and Section 110(f) responsibilities for all undertakings covered by this PA, including, but not limited to: PTIP, maintenance, rehabilitation, repair, moving, construction and deconstruction of buildings, structures and roads, and work regarding grounds and associated landscaping within the area of responsibility of the Trust. Execution and implementation of this PA also evidences that the Trust has afforded the ACHP a reasonable opportunity to comment on the undertakings and their effects on historic properties and that the Trust has taken into account the effects of the undertakings on historic properties.

APPENDIX A - EXCAVATION CLEARANCE APPLICATION

Notice: No excavation or ground breaking of any kind is permitted anywhere at the Presidio until the applicant has completed this form and received an excavation clearance. Projects that are not considered routine maintenance, or that are generally broad in scope must go through NEPA Project Review process, of which this clearance is only one part. To find out if Project Review is required, call (415) 561-5336

Date: _____

Received By: _____

Contract/Work/Service # _____

Section One: Applicant Information

Applicant Name: _____

Company Name: _____

Contractor License #: _____

Liability Insurance Policy: _____

Address: _____

_____

Workers Comp Information: _____

Contract: _____

Phone Number: _____

Fax Number: _____

Cellular: _____

E-mail Address:_____

Section 2: Scope of Work

Work to Be Performed:_____

_____

_____

Location of Excavation:_____

***(A detailed sketch, showing excavation plan and profile views, must accompany this application)*

Maximum Excavation Depth: _____

Start Date: _____

Completion Date: _____

Notice to Applicant

This Excavation Clearance request will provide you with a map or maps identifying all Presidio Trust operated utility lines. USA Dig monitored utilities will be located in the field. No maps will be provided. Due to the archeological and ecological sensitivity of the Presidio, this form will be reviewed by the resource specialists as well, and additional instructions may apply.

A detailed sketch, showing excavation plan and profile views, must accompany this application.

Please allow ten working days for this Excavation Clearance application to be processed.

APPENDIX B - ACRONYMS

ACHP	Advisory Council on Historic Preservation
AMA/MP	Archaeological Management Assessment/Monitoring Plan
AMP	Archaeological Management Plan
APE	Area of Potential Effect
FD	Final Document
FDD	Final Draft Document
FPO	Federal Preservation Officer
HABS	Historic American Buildings Survey
GGNRA	Golden Gate National Recreation Area
NAGPRA	Native American Graves Protection and Repatriation Act
NHLD	National Historic Landmark District
NHPA	National Historic Preservation Act
NPS	National Park Service
NR	National Register of Historic Places
PA	Programmatic Agreement
PDG	Planning District Guidelines (for PTIP)
Presidio	Presidio of San Francisco
Principles	PTIP Planning Principles
PTIP	Presidio Trust Implementation Plan
Report	Annual Report as defined in Stipulation XXI.
SHPO	State Historic Preservation Officer (California)
Standards	"Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating, Restoring, and Reconstructing Historic Buildings," 1995 (Standards)
Trust	Presidio Trust

Page	Caption	Photo Credit
Cover photos		Brenda Tharp
Preface		Brenda Tharp
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		Brenda Tharp
Summaries:	Aerial view of Fort Scott	Robert Campbell
	Aloha Festival, 2000	Presidio Trust
	Main Post and Infantry Terrace	Brenda Tharp
	Color Guard, Memorial Day 2000	Presidio Trust
	Building 10, Funston Avenue	Brenda Tharp
5	1790 painting of El Presidio	Park Archives and Records Center, GGNRA
6	Battery Godfrey	Park Archives and Records Center, GGNRA
7	Soldiers on Memorial Day, 2000	Presidio Trust
10	Liggett Avenue	Brenda Tharp
12	Lover's Lane	Brenda Tharp
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15	Aerial view of Fort Scott, 2001	Robert Campbell
16	Participants at a Public Board Meeting, October 2000	Presidio Trust
17	Coastal onion	National Park Service
18	Native Central dune scrub	National Park Service
19	Montgomery barracks	Brenda Tharp

Appendix F - Photograph Credits

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	American lady butterfly	National Park Service
23	California quail	Audubon Society
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44	Historic Presidio Boulevard house	Brenda Tharp
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The Presidio Trust

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The Presidio Trust is a federal government corporation and executive agency created in 1996 to preserve and enhance the Presidio, a national park site, in cooperation with the National Park Service. The Presidio Trust manages the interior 80 percent of park lands (Area B), while the National Park Service maintains jurisdiction over coastal areas (Area A). The Presidio Trust's mission is to preserve the park's natural landscape and environment, protect and enhance the Presidio's historic resources, and, with the National Park Service and other partners, welcome visitors with educational, cultural and recreational activities. As mandated by federal law, by 2013 the Presidio Trust must support its operations without federal appropriations. In order to raise funds to care for the park, the Presidio Trust is transforming the homes and non-residential buildings of this former military post into a new kind of community where people live and work. Six presidential appointees and the Secretary of the Interior's designee serve on the Presidio Trust's Board of Directors.

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